

Introduction

This paper examines a trend indicating that the federal government of Canada is closing off access to government information. The media plays a crucial role in distributing information, including government information, to the Canadian public. As a result, this paper primarily focuses on how the federal government has disrupted the media environment through the direct and indirect muzzling of government scientists and other federal civil servants. In Part A, the communications policies of various federal departments are outlined and examples illustrating the results of the implementation of such policies are provided. In Part B, the departmental policies of the Canadian federal government are contrasted with those in the United States, implemented under the leadership of President Barack Obama. In Part C, an analysis of the overall trend of the federal government of Canada closing off access to government information is provided.

In conducting research for this paper, various individuals were consulted, including: current and former federal civil servants, journalists, members of non-profit organizations and professors of Canadian universities. Furthermore, a large number of internal government documents that were previously released through *Freedom of Information* requests under the *Access to Information Act* have been referenced in this paper. Copies of the referenced documents have been included in the Appendices of this paper.

A. National Departmental Communications Policies

Introduction

In 2006, under the leadership of Prime Minister Harper the federal government modified *Communications Policy of the Government of Canada*. The overarching policy of the federal government lays a foundation to guide the implementation of departmental communications policies across the country. The stated policy objective is “to ensure that communications across the Government of Canada are well co-ordinated, effectively managed and responsive to the diverse information needs of the public.”¹

With regards to “Media Relations”, the *Communications Policy of the Government of Canada* states: “Journalists and other media representatives play an important role in the democratic process” and “Institutions must operate and respond effectively in a 24-hour media environment.”² Furthermore, “Institutions must ensure processes and procedures are in place to assist managers and employees in responding to media calls.”³

In light of the *Communications Policy of the Government of Canada*, federal institutions have developed departmental communications policies purported to effect the objectives of the federal government. Several of these departmental policies and examples of cases that highlight the effects of these policies are examined below.

¹ Treasury Board of Canada Secretariat, “*Communications Policy of the Government of Canada*”, <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316§ion=text> (accessed November 27, 2012).

² *Ibid.*

³ *Ibid.*

1. Environment Canada

1.1. Policy

In November 2007, *Environment Canada* implemented the *Media Relations Policy* representing the department's "first formal policy on media relations."⁴ The stated rationale of the policy was that "just as we have 'one department, one website' we should have 'one department, one voice'."⁵ The federal government was also concerned that there had been "limited co-ordination of messages across the country" and that "interviews sometimes result in surprises to ministers and senior management."⁶

The *Media Relations Policy* states that *Media Relations Headquarters* will "coordinate all media calls coming into the department."⁷ Upon receiving a media call, the recipient is to "inform their direct supervisor and contact media relations".⁸ *Media Relations* will then work with individual staff to decide how to best handle the call, including: "asking the program expert to respond with approved lines, having Media Relations respond, [or] referring the call to the Minister's Office."⁹ It also states that *Environment Canada* employees and "subject matter experts" may be called upon to speak directly to media following consultation with *Media Relations Headquarters*.¹⁰

The *Media Relations Policy* does not directly indicate how "approved lines" are determined nor how "subject matter experts" are selected. However, in 2012, *Environment Canada* was asked to provide further clarification on its policy. In a written

⁴ Appendix 1: Slide 2.

⁵ Appendix 1: Slide 4.

⁶ Appendix 1: Slide 5.

⁷ Appendix 1: Slide 6.

⁸ *Ibid.*

⁹ *Ibid.*

¹⁰ Appendix 1: Slide 7.

response, *Environment Canada* provided the following information:¹¹

- “All media requests – including interviews with Environment Canada scientists – are routed through the media relations team. A media relations officer then liaises with the appropriate official to identify the right spokesperson to respond to the request.”
- “On other calls [any calls other than routine inquiries for weather information], EC [Environment Canada] must consult the Minister’s office and obtain approval before proceeding with providing responses to reporters.”
- “...media relations provides a proposed response and recommendations to the minister’s office for approval as to whether an interview will be scheduled or a written response will be provided.”

Furthermore, *Environment Canada* stated that for media inquiries on certain subject matters, such as policy questions “...related to climate change, wildlife, water quality and supply” or on the government’s processes “...to protect species such as the polar bear and caribou”, as well as “any calls from Press Gallery affiliated reporters [and] major news outlets”, *Media Relations* will “...send the request to the Privy Council Office for approval.”¹² When specifically asked if the Minister and his staff have a say on whether or not the media have access to scientists, *Environment Canada* responded: “Yes.”¹³

1.2. Policy In Action

Case 1: David Tarasick

In the fall of 2011, ozone layer research conducted by *Environment Canada* scientist David Tarasick titled “Unprecedented Arctic ozone loss in 2011” was published in *Nature*

¹¹ Appendix 2.

¹² *Ibid.*

¹³ *Ibid.*

journal. Tarasick's research revealed one of the largest ozone holes ever discovered above the Arctic and attracted international attention. The unprecedented hole covering 2 million square kilometers allowed high levels of harmful ultraviolet radiation to hit areas in the Northern Hemisphere "far exceed[ing]" any previously observed loss.¹⁴ The research also warned "more acute ozone destruction could exacerbate biological risks from increased ultraviolet radiation expose."¹⁵

Although Tarasick played a key role in the ozone layer research, *Environment Canada* officials would not allow Tarasick to speak with media for two weeks after the findings were published.¹⁶ In response to an interview request, Tarasick wrote: "I'm available when *Media Relations* says I'm available."¹⁷ In response to a different interview request, Tarasick encouraged the journalist to contact his co-authors on the study and wrote: "I'd be delighted to talk to you, but I rather doubt that I'll be allowed to. I am required to refer you to Media Relations ... My apologies for the strange behavior of EC [Environment Canada]."¹⁸

Following Tarasick's instructions, one journalist contacted *Environment Canada Media Relations* directly to request an interview. In response to the request, a *Media Relations* spokesperson stated: "While an interview cannot be granted, we are able to provide additional information on the paper ... You may attribute these responses to Dr. David Tarasick, Research Scientist, Environment Canada."¹⁹ However, documents released

¹⁴ Tarasick et al., "Unprecedented Arctic ozone loss in 2011", *Nature* - 478, October 2, 2011.

¹⁵ *Ibid.*

¹⁶ Margaret Munro, "Environment minister's office kept scientist from speaking, documents reveal", *Vancouver Sun*, November 30, 2012, <http://www.vancouversun.com/news/national/Environment+minister+office+kept+scientist+from+speaking/7635485/story.html> (accessed December 14, 2012).

¹⁷ Janet Davidson, "Are Canada's federal scientists being 'muzzled'?", *CBC News*, March 27, 2012, <http://www.cbc.ca/m/touch/news/canada/story/2012/03/23/f-federal-scientists.html> (accessed October 21, 2012).

¹⁸ Appendix 3.

¹⁹ Appendix 4.

under the *Access to Information Act* suggest that officials in Ottawa, including the assistant deputy minister, were in charge of the statement being released; not Tarasick. Days earlier, an email to Tarasick from the same *Media Relations* advisor stated: “I just wanted to let you know that proposed responses are with the ADM [Assistant Deputy Minister] for review right now.”²⁰ Apparently not having had any involvement with the preparation of the “proposed responses”, Tarasick responded: “I haven’t given you any proposed responses.”²¹

Two weeks after Tarasick’s paper was published in *Nature*, *Environment Canada* officials changed their minds and granted interview requests to journalists. However, by that time reporters had already aired and published their stories, which did not include information provided in Tarasick’s interview.²²

Criticism

In February 2012, an open letter was issued to Prime Minister Harper with the backing of various organizations, including: *The Professional Institute of the Public Service of Canada*, the *World Federation of Science Journalists*, and the *Canadian Science Writers’ Association*.²³ Citing *Environment Canada* scientist David Tarasick and *Department of Fisheries and Oceans* scientist Kristi Miller as examples, the letter stated:²⁴

- “Over the past four years, journalists and scientists alike have exposed the disturbing practices of the Canadian government in denying journalists timely access to government scientists.”
- “...federal scientists in Canada are still not allowed to speak to reporters without the ‘consent’ of media relations officers.”

²⁰ Appendix 5.

²¹ *Ibid.*

²² *Supra*, see note 14.

²³ “Open letter to the Prime Minister”, *Professional Institute of the Public Service of Canada*, February 17, 2012, <http://www.pipsc.ca/portal/page/portal/website/issues/science/aaas/open> (accessed November 14, 2012).

²⁴ *Ibid.*

- “Delays in obtaining interviews are often unacceptable and journalists are routinely denied interviews.”
- “We urge your government to implement a policy of transparent and timely communication, one similar to that introduced in the U.S recently...”

In March 2012, *Nature* journal criticized the federal government’s policies that prevent Canadian scientists from speaking publicly about their research. The editorial stated that since 2006, the conservative government has tightened its media protocols, which apply to federal government scientists and employees. Furthermore, it stated that reporters for *Nature* “have experienced directly the cumbersome approval process that stalls or prevents meaningful contact with Canada’s publicly funded scientists” citing David Tarasick as an example.²⁵

Case 2: Scientists Instructed not to Speak at Conference

In the spring of 2012, Canadian scientists from *Environment Canada* attended the *International Polar Year 2012* conference in Montreal. The conference attracted scientists from around the world to discuss global climate change and other environmental, social and economic issues affecting the polar regions.

Before the conference, Canadian scientists who would be attending were sent a memo signed by Kristina Flickes, a senior communications advisor for *Environment Canada*. According to the memo, if scientists are approached by journalists they are to “ask them for their business card and tell them you will get back to them with a time for [an] interview.”²⁶ The memo goes on to state that a *Media Relation’s* contact will then

²⁵ Helen Branswell, “Leading journal demands Harper set Canada’s scientists free”, *Globe and Mail*, March 1, 2012, <http://www.theglobeandmail.com/news/politics/leading-journal-demands-harper-set-canadas-scientists-free/article550369/> (accessed December 2, 2012).

²⁶ Margaret Munro, “Critics pan instructions to Environment Canada scientists at Montreal conference”, *Vancouver Sun*, April 23, 2012, <http://www.vancouversun.com/technology/national/6500175/story.html> (accessed November 23, 2012).

“organize the interview” and “will most probably be with you during the interview to assist and record.”²⁷

Furthermore, *Media Relations* employees were sent to the conference to shadow Canadian government scientists during interviews.²⁸ The employees were tasked with monitoring and recording scientist interactions with the press. Although the government scientists were unwilling to speak on record about the *Media Relations* staff sent to monitor them, one researcher told a CBC reporter that the strict communications measures were an embarrassment to Canada.²⁹

Case 3: Script Given to Environment Canada Researchers

In 2011, the results of a study analyzing contamination levels of winter snow around oilsands developments were confirmed by *Environment Canada*. The original study, led by University of Alberta scientists Erin Kelly and David Schindler, concluded that “contrary to claims made by industry and government in the popular press, the oil sands industry substantially increases loadings of toxic [pollutants] to the [Athabasca River] and its tributaries via air and water pathways.”³⁰

The results of the study were presented by *Environment Canada* scientists at the *Society of Environmental Toxicology and Chemistry 32nd Annual Meeting* in Boston. Prior to the conference, the director of communications issued a document to the Canadian scientists involved in the study containing a “Q&A package”.³¹ The internal document

²⁷ *Ibid.*

²⁸ “Federal scientists closely monitored during conference”, *CBC News*, April 24, 2012, <http://www.cbc.ca/news/canada/montreal/story/2012/04/24/scientists-muzzling-canada.html> (accessed November 23, 2012).

²⁹ *Ibid.*

³⁰ Kelly et al., “Oil sands development contributes elements toxic at low concentration to the Athabasca River and its tributaries”, *Proceedings of the National Academy of Sciences of the United States of America*, August 30, 2010, <http://www.ncbi.nlm.nih.gov/pmc/articles/pmc2941314/> (accessed online November 13, 2012).

³¹ Appendix 6.

was also attached to an email indicating that the information had been in the office of Environment Minister Peter Kent.³²

The document outlined 20 expected questions and provided a script of corresponding answers that are to be given by designated spokespersons, including more detailed answers “if pressed.”³³ For other questions, on topics such as the cost of a monitoring system and whether industry has been approached about paying for such a system, or the role and actions *Environment Canada* had taken thus far, scientists were instructed to respond: “I am a scientist. I’m not in a position to answer that question, but I’d be happy to refer you to an appropriate spokesperson.”³⁴

Criticism

David Schindler, a co-author of the original study, criticized the government’s decision stating that the environmental scientists conducting the study “should be trusted to comment on [their] on results” and “Canadians should be ashamed that [they] cannot discuss results directly with the public, but must go through an official spokesperson.”³⁵

Effects of the Media Relations Policy

In 2010, an internal *Environment Canada* document was released under the *Access to Information Act* that analyzed the effects of the *Media Relations Policy*.³⁶ According to the document:³⁷

- “Scientists have noticed a major reduction in the number of requests,

³² *Ibid.*

³³ *Ibid.*

³⁴ *Ibid.*

³⁵ Mike De Souza, “Federal scientists muzzled on oil sands”, *Montreal Gazette*, November 7, 2012, <http://www.montrealgazette.com/news/Federal+scientists+muzzled+oilsands/7497267/story.html> (accessed November 25, 2012).

³⁶ Andrew Cuddy, “*Troubling Evidence: The Harper Government’s Approach to Climate Science Research in Canada*”, March 2010.

³⁷ *Ibid.*

particularly from high profile media, who often have same-day deadlines.”

- “Media coverage of climate change science, our most high-profile issue, has been reduced by over 80 per cent.”
- “Many scientists are recognized experts in their field, have received media training, and have successfully carried out media interviews for many years.”
- “Our scientists are very frustrated with the new process. They feel the intent of the policy is to prevent them from speaking to media.”
- “There is a widespread perception among Canadian media that our scientists have been ‘muzzled’ by the media relations policy.”

The document also noted that four prominent scientists who had once regularly spoken for the government on climate change science issues only appeared in 12 newspaper articles in the first nine months of 2008, compared with 99 over the same period of 2007.³⁸

2. Department of Fisheries and Oceans

2.1. Policy

The *Department of Fisheries and Oceans* communications policies are outlined in the *National Media Relations and Spokesperson Policy*. The policy states that it was developed from “existing models” and “best practices” in operation across the country and adheres to the standards and objectives of the *Communications Policy of the Government of Canada*.³⁹

According to the policy, *Communications* staff should be the “first point of contact for

³⁸ Mike De Souza, “Climate-change scientists feel ‘muzzled’ by Ottawa: Documents”, *Canada.com*, March 15, 2010, <http://www.canada.com/news/Climate+change+scientists+feel+muzzled+Ottawa+Documents/2684065/story.html> (accessed October 28, 2012).

³⁹ Appendix 7.

media” and otherwise be “involved at the outset of any media relations activity.”⁴⁰ The policy emphasizes that it is “particularly crucial that Communications be contacted” prior to an interview regarding certain “high profile” or “controversial” issues.⁴¹ Specific examples are listed, which include: oil and gas industry issues, seal fishery issues, aboriginal issues, NAFO [Northwest Atlantic Fisheries Organization]-related issues, and cod fishery issues.⁴²

Communications dictates whether or not responses will be provided to media inquiries and who the spokesperson will be. Both program employees and *Communications* staff may be designated as spokespersons, although the policy does not indicate how spokespersons are selected.⁴³ In 2008, and in accordance with the *National Media Relations and Spokesperson Policy*, a guide was issued to *Department of Fisheries and Ocean’s* staff outlining a comprehensive strategy for program spokespersons when meeting with the media. The guide substantially reflects those policies outlined in the *National Media Relations Policy*, but also provides more in-depth information in some areas. According to the guide, when it is decided that a program spokesperson (IE: a non-*Communications* spokesperson) is to conduct the interview, *Communications* takes the following steps:⁴⁴

- “Conducts a pre-interview with the reporter to determine details of the request.”
- “Coordinates the gathering of information and, where possible, ensures approved media lines are in place.”
- “Negotiates the interview with the reporter by setting a time that is convenient for both the reporter and spokesperson, determining the duration of the interview, etc.”

⁴⁰ *Ibid.*

⁴¹ *Ibid.*

⁴² *Ibid.*

⁴³ *Ibid.*

⁴⁴ Appendix 8.

- “Conducts a pre-interview with the program spokesperson (to ensure the comfort level of the interviewee, providing quick refreshers to assist with tone, style and approach, to think through predictable questions and possible answers, etc.);” and
- “Sits in on the interview if possible, records the interview, and provides feedback to the spokesperson.”

The guide also states that with regard to the handling of national, as opposed to regional, media inquiries, “the Minister’s Director of Communications needs to be notified by Communications staff of the nature of the inquiry before an interview with the journalist is granted.”⁴⁵

2.2. Policy in Action

Department of Fisheries and Oceans Case 1: Kristi Miller

In January 2011, the research of Kristi Miller, a *Department of Fisheries and Oceans* scientist, was published by *Nature* journal. Miller’s research, titled “Suffering Salmon”, examined why sockeye salmon populations in the Fraser River have been in rapid decline in recent years. Miller was considered a leading expert in the field and was responsible for heading a salmon-genetics project at the federal *Pacific Biological Station* on Vancouver Island. The topic was highly political in British Columbia as debates emerged about aboriginal and commercial fishery rights and what role salmon farms had played in the salmon population decline.

After publishing Miller’s work, *Nature* notified journalists worldwide about the study and told Miller: “please feel free to speak with journalists.”⁴⁶ However, for months

⁴⁵ *Ibid.*

⁴⁶ Margaret Munro, “Ottawa silences scientist over West Coast salmon, *Vancouver Sun*, July 27, 2011, <http://www.vancouversun.com/technology/Ottawa+silences+scientist+over+West+Coast+salmon+study/5162745/story.html> (accessed October 21, 2012).

Miller was completely blocked from addressing the media. The Privy Council Office, which directly supports the Prime Minister's Office, would not grant Miller permission to speak publicly about her research because of the *Cohen Commission* – a judicial inquiry ordered by Prime Minister Harper to look into the decline of Fraser River salmon populations. Miller was forced to cancel previously scheduled interviews, leaving her co-authors in the study to answer questions as Miller apologized to journalists for her absence.

In August of 2011, months after the initial publishing of her research, Miller was eventually allowed to speak about her report while testifying at the *Cohen Commission*. Miller testified that she believed it would have been useful to speak to the media after her research was published and that she found it frustrating to see the direction some news stories went.⁴⁷ Journalists at the *Cohen Commission* also noted that Miller was accompanied by a “huge” security services bodyguard over the course of her testimony.

Criticism

Kristi Miller's story received a significant amount of media attention and the federal government was heavily criticized for its actions. The opinions of several high-profile critics are outlined below.

Jeffrey Hutchings, a professor and Canada Research Chair in Marine Biodiversity and Conservation at Dalhousie University, stated “we have somehow deemed it OK or permissible for an Iron Curtain to be drawn across the communication of science in this country.”⁴⁸

The federal government's muzzling of Kristi Miller prompted the *Professional Institute of the Public Service of Canada* to issue a news release in July, 2011. The institution is the

⁴⁷ Janet Davison, “Are Canada's federal scientists being ‘muzzled’?”, *CBC News*, March 27, 2012, <http://www.cbc.ca/news/canada/story/2012/03/23/f-federal-scientists.html> (Accessed November 13, 2012).

⁴⁸ *Ibid.*

largest union in Canada that represents federal scientists and professionals. According to the news release:⁴⁹

- “Ms. Kristi Miller was forbidden from discussing her recent salmon-genetics research with the media.”
- “Denying media access to this information under the guise of the Cohen Commission is simply a convenient excuse.”
- “This reported incident is yet another alarming example of the Harper government’s continued disregard for evidence-based research and it is another case of the government’s “command and control” approach. Media and public access to federal scientists has become politicized, resulting in an inability to effectively communicate important scientific news to Canadians through mainstream media.”
- “In the past year, media have reported that key federal science based departments and agencies including Natural Resources Canada and Environment Canada, have implemented new communications policies that have resulted in an incapacity to communicate sound independent scientific information in a timely fashion.”

Gary Corbett, President of the *Professional Institute of the Public Service of Canada*, also stated the following:⁵⁰

“Government control of information must end and the undermining of Canada’s public scientists must stop. This government, by suppressing access to this information, is depriving the Canadian and international scientific communities of significant discoveries. Canadians have a right to the results of research

⁴⁹ Privy Council muzzles Canadian scientist, *The Professional Institute of the Public Service of Canada*, July 28, 2011, <http://www.pipsc.ca/portal/page/portal/website/news/newsreleases/news/072811> (accessed November 2, 2012).

⁵⁰ *Ibid.*

supported by Canadian tax dollars.”

3. Natural Resources Canada

3.1. Policy

In March 2010, *Natural Resources Canada* implemented a new media relations policy according to documents released under the *Access to Information Act*. In an email to colleagues, Judy Samoil, the western regional communications manager for *Natural Resources Canada*, wrote: “we have new media interview procedures that require pre-approval of certain types of interview requests by the minister’s office.”⁵¹ The policy applies to “high-profile” issues such as “climate change, oilsands” and when “the reporter is with an international or national media organization.”⁵²

3.2. Policy in Action

Case: Scott Dallimore

In April 2010, Scott Dallimore and a team of scientists published a study in *Nature* journal about a colossal flood that had occurred in northern Canada almost 13,000 years ago. Dallimore had frequently given interviews in the past at both the national and international levels. However, when journalists attempted to contact Dallimore they were told that he was required to get pre-approval from the Minister of Natural Resources, Christian Paradis, before speaking with media.

Dallimore attempted to tell *Communications* that his study was not politically sensitive, writing: “this is a blue sky science paper” and “there are no anticipated links to minerals,

⁵¹ Margaret Munro, “Tightened science muzzle is ‘Orwellian’”, *Vancouver Sun*, September 13, 2010, <http://margaretmunro.wordpress.com/2012/07/03/tightened-science-muzzle-is-orwellian/#more-127> (accessed December 6, 2012).

⁵² *Ibid.*

energy or anthropogenic climate change.”⁵³ However, *Communications* staff insisted permission was required first. The department’s media relations manager wrote to Dallimore “we will have to get the minister’s office approval before going ahead with this interview” because the reporter represented a “national news outlet” and the subject matter of the interview had “wide-ranging implications.”⁵⁴ Dallimore was then asked to provide *Communications* with “proposed responses” to the journalists’ questions.

Dallimore was eventually granted permission to discuss his findings. However, by that time reporters’ deadlines had already passed and their stories had been published without the information provided in his interview.⁵⁵

Criticism

Andrew Weaver, a climatologist at the University of Victoria, called the federal government’s actions “Orwellian” and stated that the public is being “left in the dark” with regard to scientific information, citing Scott Dallimore as an example.⁵⁶ Weaver also stated that Dallimore was effectively “muzzled” and that “There is no question that there is an orchestrated campaign at the federal level to make sure that their scientists can’t communicate to the public about what they do.”⁵⁷

⁵³ *Ibid.*

⁵⁴ *Ibid.*

⁵⁵ *Ibid.*

⁵⁶ Pallab Ghosh, “Canadian government is ‘muzzling its scientists’”, *BBC News*, February 17, 2012, <http://www.bbc.co.uk/news/science-environment-16861468> (accessed November 19, 2012).

⁵⁷ *Supra*, see note 48.

4. National Research Council

4.1. Policy in Action

Case: Tom Spears

In March 2012, Tom Spears, a reporter for the *Ottawa Citizen*, was gathering information for a story on regional snowfall patterns. Spears came across a citation on the NASA website about a joint project between NASA and Canada's *National Research Council* which seemed relevant to his story. Spears contacted NASA and was able to speak directly to a scientist about the study which "took about 15 minutes" according to Spears.⁵⁸

Given that Spears is a Canadian journalist writing for a Canadian audience, he also contacted the *National Research Council* to request an interview. In a brief email to *Media Relations*, Spears wrote: "I already have most of my story, I'd just like to get a feel for NRC's involvement in the project."⁵⁹ After approximately a day, hours past Spears' acknowledged deadline, he received a bizarre response that consisted of five bullet points lacking even basic information about the project's goals. To find out exactly what went on behind the scenes, Spears subsequently filed a request under the *Access to Information Act*. His request returned some peculiar documents relating to his experience.

The documents show a daylong public relations ordeal that involved 11 government employees and over 50 emails being sent, as federal government employees tried to figure out how to answer the request. The first person to analyze Spears' request, a *National Research Council* communication's officer, suggested that the "expected tone"

⁵⁸ "A behind-the-scenes look at a federal scientist 'muzzling' incident", *CBC News*, April 18, 2012, <http://www.cbc.ca/news/technology/story/2012/04/18/audio-aih-snow-scientist-muzzling.html> (accessed November 27, 2012).

⁵⁹ Appendix 9.

was “positive/informative”.⁶⁰ However, the director general of the *National Research Council’s* communications branch was “not convinced we need an interview.”⁶¹ A different employee then suggested the possibility of offering Spears and interview, stating that: “Tom Spears is a pretty good reporter and we’ve been treated ok by him in the past.”⁶² After being trimmed down, the “approved” lines are eventually sent to Spears.⁶³

5. Other Cases

Canadian Food Inspection Agency

In the fall of 2012, an extensive beef recall was issued after meat tainted with *E. coli* bacteria was discovered in an Alberta food packing plant. George Da Pont, president of the *Canadian Food Inspection Agency*, attended a live news conference to discuss the government’s handling of the recall and answer questions. However, the conference was abruptly ended when an assistant of Agriculture Minister Gerry Ritz interrupted Da Pont mid-sentence and ushered him away from cameras.⁶⁴

Department of National Defence

In April 2011, the *Ottawa Citizen* released an article about the *Department of National Defence’s* handling of tax dollars, which had caused embarrassment to the federal government. The article prompted a hunt for the source of the documents, although it was ultimately unsuccessful.

⁶⁰ *Ibid.*

⁶¹ *Ibid.*

⁶² *Ibid.*

⁶³ *Ibid.*

⁶⁴ Allison Cross, “Agriculture minister’s assistant cuts short tainted meat press conference as agency head explains XL Foods delay”, *National Post*, October 3, 2012, <http://news.nationalpost.com/2012/10/03/agriculture-ministers-assistant-cuts-short-tainted-meat-press-conference-as-agency-head-explains-xl-foods-delay/> (accessed November 2, 2012).

The article also caused vice-admiral Bruce Donaldson, the vice chief of defence staff, to issue a directive known as a CANFORGEN to department staff. CANFORGENS are considered departmental policy for all Canadian Forces members as well as civilian employees.⁶⁵ The directive instructed those who handle internal documents to give everything that passed over their desks – or posted on the internal department system – a second glance with an eye to keeping it hidden, stating:⁶⁶

- “Information that is not sensitive to the national interest, and therefore not classified, should also be examined to see if it is sensitive to other than the national interest, and therefore requires an appropriate designation of either Protected A, B, or C...”
- “Sensitivity to other than the national interest is not limited to information that is personally sensitive, but also includes, for example, information that is sensitive to the organization, administration, finances or other internal functioning of the department, its relationship to outside organizations, or other government business operations.”

⁶⁵ David Pugliese, “DND cracks down, tells staff to withhold even non-sensitive information”, *Ottawa Citizen*, September 20, 2012, <http://www.ottawacitizen.com/news/cracks+down+tells+staff+withhold+even+sensitive+information/7275493/story.html> (accessed October 29, 2012).

⁶⁶ *Ibid.*

B. Contrasting Canadian and American Policy

The muzzling of scientists received much attention in the U.S. under former President George Bush. In 2007, a report by the *House Oversight and Reform Committee* concluded:

- “The Bush administration has engaged in a systematic effort to manipulate climate change science and mislead policymakers and the public...”
- “It was standard practice for media requests to speak with federal scientists on climate change matters to be sent to CEQ [White House Council on Environmental Quality] for White house Approval. By controlling which government scientists could respond to media inquiries, the White house Suppressed dissemination of scientific views that could conflict with Administration policies.”

However, media interactions with government scientists have undergone a reversal since President Barack Obama was elected in 2009. Months after his election, President Obama instructed federal agencies to develop “scientific integrity policies” to outline guidelines for scientists and other civil servants to follow when interacting with the media.

In late 2011 the *U.S. National Science Foundation* and the *U.S. National Oceanic and Atmospheric Administration* issued such scientific integrity policies. The policies of both departments not only allow government scientists to speak freely with the media, but also go a step further and actively approach such interaction. For example, according to the *National Oceanic and Atmospheric Administration’s* department wide Administrative Order 202-735D:⁶⁷

⁶⁷ National Oceanic and Atmospheric Administration, http://www.corporateservices.noaa.gov/ames/administrative_orders/chapter_202/202-735-D.html (accessed December 6, 2012).

- “To be open and transparent about their work...NOAA scientists may freely speak to the media and the public about scientific and technical matters based on their official work, including scientific and technical ideas, approaches, findings, and conclusions based on their official work.”
- “NOAA scientists are free to present viewpoints, for example about policy or management matters, that extend beyond their scientific findings or incorporate their expert or personal opinions, but in doing so they must make clear they are presenting their individual opinions, not the views of the Department of Commerce or NOAA.”
- “Communications by email or other electronic means in response to inquiries from the media, and concerning scientific or technical matters based on an employee’s official work, are considered to be the same as oral communication and not subject to approval...”

Although not all federal departments in the U.S. have successfully adopted scientific integrity policies, there has been clear progress under the Obama administration, which has made transparency and media interaction of federal departments a priority.

Canada, on the other hand, has moved in the opposite direction under Prime Minister Harper. Since 2006, Prime Minister Harper’s government has gradually tightened the media protocols that federal scientists and other government workers must comply with. Researchers who once responded freely and openly to media requests must now seek pre-approval from *Media Relations* departments before interacting with the media, as outlined in the various federal departmental policies previously discussed.

C. Analysis

Under the leadership of Prime Minister Harper, the federal government has implemented sweeping communications policy changes that have had a dramatic impact on the way government information is disseminated to the Canadian public. There is a clear and significant trend showing that the federal government is closing off access to government information by tightly controlling and monitoring the release of government information to the public. This trend is attributable to the departmental policy changes that have placed regional and national communications departments in a central role throughout the information distribution process.

Direct ‘Muzzling’

Federal scientists and other civil servants in Canada no longer have the ability to speak freely and openly with the media. Communications departments now play a gatekeeping function and have the power to dictate whether or not federal civil servants will be permitted to respond to media inquiries. Civil servants must receive pre-approval before speaking with the media for most media inquiries aside from basic requests for information, such as weather data from Environment Canada, which are routinely provided to media. When a federal scientist is not permitted to speak freely with the media, they are being muzzled. However, the muzzling of scientists is not always so obvious.

Indirect ‘Muzzling’ – Disruption of the “24-hour” Media Environment

The media plays a crucial role in the democratic process. A democratic society relies on the media to provide information that allows for informed and responsible decision-making. Furthermore, the media provides citizens with a voice in public discourse and allows political leaders to be held accountable for their choices and actions. The media represents one of the most prevalent and efficient methods of mass information dissemination that exists today and the timely access to such information is critical to the functioning of a healthy democracy.

Today's media environment is complex and fast-paced. Journalists are constantly on their toes trying to uncover the next big story while facing the pressures of strict deadlines. The *Communications Policy of the Government of Canada* acknowledges the rapid pace of the media environment: "Institutions must operate and respond effectively in a 24-hour media environment. They must be able, on short notice, to reach and inform the media on issues of importance to decision-makers and the public."⁶⁸

Unfortunately, the federal government is failing to live up to its own policy. By interposing communications departments between the flow of information from civil servants to the media, the federal government has undermined the efficiency of information dissemination in Canada. Communications departments have added an unnecessary layer of information filtration that burdens the ability of journalists to act quickly in the "24-hour" media environment.

Rather than being able to obtain information directly from its source, journalists must now go through communications departments. Requests for government information that were once considered routine and answered by a quick phone call must now be filtered through the bureaucratic procedures of communications departments. As illustrated in the case of Tom Spears, this is not necessarily a simple process. Communications departments routinely cause delays in requests for government information. In the 24-hour media environment, this means that journalists may lose interest and move on to the next story, or may publish their stories with the information readily available at that time.

Communications departments are an unnecessary intermediary between the direct sources of government information and the primary disseminators of such information – the media. By imposing restrictive terms and conditions, both internally on civil

⁶⁸ *Supra*, see note 1.

servants as well as externally on journalists and the media, the government has interrupted the “24-hour” media environment. The result of this is the indirect muzzling of federal civil servants.

Content Control and Intimidation

Aside from disrupting the efficiency of information distribution, and perhaps even more alarming, is the fact that communications departments actively control the content of information that is distributed to the public. So called “approved lines” are commonly sent in response to information requests, yet there is evidence that such lines are being crafted by communications experts, not the civil servants who directly deal with the information. When approved lines are sent from a minister’s office or even from the *Privy Council Office*, it is difficult to imagine that the government information has not been politicized in some way.

Furthermore, as illustrated in the Tom Spears case, communications departments may determine whether or not to grant an interview to a journalist based on how they have been treated in the past by that particular journalist or based on what the perceived “tone” of the story is going to be. Where information may be used to cast a bad light upon the government or its policies, communications departments may withhold or delay the release of government information. Communications departments do not have transparent guidelines or policies indicating when or why requests for information are denied. This gives the federal government the ability to make arbitrary and decisions when determining whether interviews with civil servants are granted. Furthermore, there is no discourse through which the government can be held accountable for its decisions.

Communications departments also indirectly control the content of government information that is disseminated through civil servants by employing subtle means of intimidation. Several of the departmental communications policies provide that a communications department staff member is to sit-in on interviews, and where that is

not possible, for a recording of the interview to be submitted after the interview has been completed. Considering that many federal departments have recently endured significant budget cuts and large numbers of layoffs, federal civil servants who know they are being recorded or monitored are strongly incentivized to refrain from disclosing information that might portray the government in a negative light.

Conclusion

The policy changes that have been implemented by the federal government of Canada under the leadership of Prime Minister Harper have dramatically affected the way government information is disseminated in Canada. The Obama administration has also made changes to Communications policies in the United States; however, these changes have been in the opposite direction. Many departmental communications policies now require all media inquiries to be routed through Communications departments. These departments dictate whether or not media inquiries will be responded to and also control all other aspects of the release of government information to the public.

Federal civil servants in Canada, and in particular scientists, are being muzzled by the federal government. Muzzling occurs directly or indirectly; civil servants who are not permitted to speak with the media, or who are not permitted to speak with the media in a time frame that is compatible with the fast-paced media environment, are effectively being muzzled. The federal government is also manipulating the release of government information by selectively permitting or disallowing responses to media inquiries, using communications employees to craft “approved lines” or provide scripted answers to civil servants, and through subtle means of intimidation when allowing civil servants to respond directly to media inquiries, such as requiring all interviews to be recorded or for a communications employee to be present at the time of the interview.

Canada was once recognized internationally as a country that encouraged its scientists to speak freely and openly to the public. However, the federal government is taking steps in the wrong direction and has drawn international criticism in recent years. Even more alarming is the fact that the federal government has ignored all such criticism and seems intent on continuing down this path. Access to government information is a vital part of a healthy democracy. As *Nature* journal once put it: "The way forward is clear: it is time for the Canadian government to set its scientists free."

Appendix 1



Introduction

- Environment Canada's proposed Media Relations Protocol will guide the department in responding to calls from the media
- The protocol is based on consultation with other science-based departments, notably Agriculture and AgriFood Canada
- The protocol will represent the first formal policy on media relations

Purpose

- To provide a clear policy on how media calls to Environment Canada are to be handled
- To ensure that media inquiries are responded to quickly, accurately and in a consistent manner across Canada
- To improve service to media by coordinating responses and ensuring that appropriate spokespeople are speaking to issues
- To coordinate responses and ensure that the responses to similar issues are consistent

Rationale

- Environment Canada is one of only a few departments that does not have a media relations protocol
- Just as we have "one department, one website" we should have "one department, one voice"

Current Context

- No policy exists
- Media calls are answered individually by programmes and regions
- No overall sense of media activity coming in or going out of department
- No overall sense of who is speaking to the media
- Limited coordination of messages across the country
- Interviews sometimes result in surprises to Minister and Senior Management

How will it work

- Media relations at NHQ will coordinate all media calls coming into the department
- Upon receiving a media call, the recipient will inform their direct supervisor and contact media relations
- Media relations will work with individual staff to decide how to best handle the call; this could include:
 - Asking the programme expert to respond with approved lines
 - Having Media Relations respond
 - Referring the call to the Minister's Office
 - Referring the call to another department
- Once the call is returned, Media Relations will log the call and close the file

Guiding Principles

- Environment Canada employees and subject matter experts are sometimes called upon to speak directly with the media following consultation with Media Relations in Headquarters.
- When speaking for the department, Environment Canada employees and subject matter experts:
 - shall discuss only their own job within their personal areas of experience or expertise;
 - shall respect the judicial process with respect to matters before the courts, and federal laws and policies such as the *Privacy Act* governing disclosure of information to the public.

Guiding Principles Continued

- In addition, Environment Canada employees speaking in their official capacity, including designated subject matter experts and Media Relations Officers shall not:
 - respond to media queries that fall outside of their personal area of experience or expertise, unless authorized to do so;
 - provide comments that could undermine the integrity of an investigation currently in progress;
 - speculate about events, incidents, issues, or future policy decisions;
 - offer personal opinion on government or Environment Canada policy; or
 - discuss advice given to the Minister, Cabinet or their superiors.

Role of Media Relations

- Media Relations officers:
 - Speak on behalf of the department
 - Liaise with other parts of the department to help ensure the department speaks with one voice
 - Facilitate media training/coaching
 - Log and track media calls
 - Work within communications to develop media lines on issues of interest to the media
 - Assist with organizing technical briefings and news conferences
- Media Relations has a dedicated email, media@ec.gc.ca, which is connected to a blackberry and monitored on an ongoing basis
- Media relations is also available after hours

What it means for the department

- Media Relations will serve as central coordinating function for media calls
- Experts will still be called upon to speak to their areas of expertise, where required, and input into media lines
- Calls should be returned only after running them through media relations
- OPG Board leads will need to provide updated lists of trained media spokespeople on a regular basis
- Due to volume and technical nature of inquiries, weather-related calls will continue to be handled through the Weather Media Access Line

Considerations

- Environment Canada is a science department, so we recognize that many calls will require an expert's assistance
- Scientists will still be encouraged to speak directly to the results of their work
- Media relations is a client service organization, serving the department to ensure that messages are communicated clearly, quickly, accurately and in a consistent manner across Canada

Key Contacts

Bob Quinn, Director-General of Communications
(bob.quinn@ec.gc.ca) (819) 997-6820

Gregory Jack, Manager, Ministerial Services
(gregory.jack@ec.gc.ca) (819) 934-1854

Miriam Wood, Senior Media Relations Advisor
(miriam.wood@ec.gc.ca) (819) 994-7499

Sujata Raisinghani, Media Relations Advisor
(sujata.raisinghani@ec.gc.ca) (819) 953-9738

Media Relations
(media@ec.gc.ca) (819) 934-8008 or 888-908-8008

Appendix 2

Subject: RE: Comments request: AAAS session Un-muzzling Government scientists

Mark, s.19(1)

[REDACTED] wants written comments from our Department. Somebody should get back to her....

Isabelle

Isabelle Compagnon

Senior Communications Advisor / Conseillère principale en communications
Services météorologiques du Canada / Sciences et technologies
Meteorological Service of Canada / Science and Technology
Environment Canada / Environnement Canada
isabelle.compagnon@ec.gc.ca
819-953-6959

From: Johnson,Mark [NCR]
Sent: 16 février 2012 09:19
To: Compagnon,Isabelle [NCR]; Labossiere,Denis [NCR]
Cc: Media [NCR]; Webber Hrabinsky,Jill [PYR]; Smith,Richard [Wpg]; Naylor,Norman [NCR]; Carrigan,Sheena [NCR]; Lau,Henry [NCR]
Subject: RE: Comments request: AAAS session Un-muzzling Government scientists

Thanks Isabelle.

This helps, so we should be good on content. All calls on this can be referred to MR.

Mark

From: Compagnon,Isabelle [NCR]
Sent: February 16, 2012 9:16 AM
To: Labossiere,Denis [NCR]; Johnson,Mark [NCR]
Cc: Media [NCR]; Webber Hrabinsky,Jill [PYR]; Smith,Richard [Wpg]; Naylor,Norman [NCR]; Carrigan,Sheena [NCR]; Lau,Henry [NCR]
Subject: FW: Comments request: AAAS session Un-muzzling Government scientists

Denis and Mark,

These Qs&As were part of the final briefing book for Karen Dodds appearance before the Standing Committee on the Env and Sust Dev. Renée David worked on them.

MEDIA: ACCESS TO SCIENTISTS

17. Does the department have a media interview policy or interview guidelines for scientists?

Yes. Public servants assist the Minister of the Environment to serve the public interest by providing

19/07/2012

000046

information to media.

The Government of Canada has a process for responding to media inquiries. Government of Canada spokespeople, including Environment Canada scientists, follow the media relations process as outlined in the Communications Policy of the Government of Canada.

The Department has a Media Relations Policy that provides guidance to all Environment Canada employees. It outlines the process for responding to media inquiries including interview requests. The goal of our Media Relations Policy is to ensure effective, accurate and timely responses to media, and in so doing promote public awareness and understanding of departmental policies, programs, services and initiatives.

Since January 2011, Environment Canada has received close to 3,000 media calls.

18. Are scientists given media training prior to an interview? Who administers the training?

In order to ensure our spokespersons and subject matter experts are comfortable and confident talking to the media, they are media trained prior to participating in interviews. Media training is coordinated by the media relations team and administered by either internal experts or by private consultants.

In 2011-2012, we have trained more than 45 employees. We are planning to train an additional 50 from now until the end of the fiscal year.

If the employee has not received official media training before an interview is to take place, we do offer one-on-one coaching sessions where a media relations expert can provide advice to a spokesperson prior to providing interview.

19. When an interview with a scientist is requested, who signs off, who approves whether or not an interview is granted?

All media requests - including interviews with Environment Canada scientists - are routed through the media relations team. A media relations officer then liaises with the appropriate official to identify the right spokesperson to respond to the request.

Weather Information

On a daily basis, up to 50 percent of media calls to Environment Canada are media inquiries for up-to-date weather information, weather archival information, or requests to speak to someone about a weather event. There are also frequent requests received to speak to experts on atmospheric science, ice science or hurricane prediction. These experts speak to media everyday on operational issues. Since January 2011, our meteorologists have conducted over 2,200 interviews.

Other media calls

On other calls, we must consult the Minister's office and obtain approval before proceeding with providing responses to reporters. Once the necessary information and content has been gathered, and the appropriate spokesperson is identified, media relations provides a proposed response and recommendation to the minister's office for approval as to whether an interview will be scheduled or a written response will be provided.

Below are examples:

- Any calls from Press Gallery affiliated reporters, major news outlets, domestic and international
- Any issue related to the Minister's priorities, legislation and/or policy direction
- Policy related questions, especially related to climate change, wildlife, water quality and supply
- International issues, including COP
- Funding issues, such as programs, grants and contributions
- Questions related to current or proposed legislation
- Questions on the process or proposed process to protect species such as the polar bear and caribou

When the subject matter relates to the issues listed above, intergovernmental affairs, or government wide priorities and legislation such as Orders in Council, media relations will send the request to the Privy Council Office for approval.

20. Does the Minister or his staff have a say whether or not the media have access to EC scientists?

Yes. According to the *Government of Canada Communications Policy*, Ministers are the principal spokespersons of the government. They are supported in this role by appointed aides, including communication directors and press secretaries in ministers' offices, and by the senior management teams of government institutions, which include deputy heads, heads of communications and other officials. An institution's senior management must designate managers and knowledgeable staff in head offices and in the regions to speak in an official capacity on issues or subjects for which they have responsibility and expertise. We value our scientists' work and we are proud to communicate it to Canadians. We have some of the best and brightest minds in the field of environmental science. We have been actively promoting their peer-reviewed science that is published in prestigious scientific journals such as *Nature* and *Nature Climate Change*.

Environment Canada proactively communicates our scientific work in many ways. Canadians can sign up for alerts to new information on the science section of our departmental webpages (www.ec.gc.ca/scitech). They can sign up for our free science newsletters *Water Science News* and *Wildlife and Landscape Science News*. Our webpage, *S&T into Action to Benefit Canadians*, demonstrates how science and technology is generating tangible environmental, social and economic benefits, and how science has influenced and improved the environmental decision-making process. Our 'Science is Benefiting You' series of videos on www.science.gc.ca/videos explains our water, air, weather and climate science work.

21. Is the Minister, his staff, PCO or the PMO informed of an interview request prior to an interview being granted or denied?

See response to Q21.

22. How many interviews have been conducted by EC scientists in 2011?

Specifically relating to science, we have received over 650 media requests. Of those calls, 272 requested interviews and 248 were granted. That is a 90% completion rate and we are proud of that record.

23. How many interviews with scientists were denied and generally who took the decision?

Less than 10% of media interview requests were denied with scientists for different reasons, such as spokesperson availability or reporter availability. Sometimes, requests are very general which makes it difficult to have one spokesperson speak to the issue, hence a written response is more appropriate.

24. Why was Dr. Tarasick not able to do an interview from the outset on his ozone research paper?

When Postmedia requested an interview with Dr. Tarasick, the department recommended to the Minister's office that this interview take place. The interview was denied, however, a written response to the reporter's questions, authored by Dr. Tarasick, was approved and provided to the reporter. The reporter was also informed that the written response could be used as a direct quote. This is common practice in the field.

CTV, CBC and Radio-Canada were also provided with written responses when asked for an interview. We subsequently offered interviews with Dr. Tarasick, which were declined by those media.

Postmedia was given an interview at a later date with Dr. Tarasick.

Appendix 3

From: "Tarasick.David [Ontario]" <David.Tarasick@ec.gc.ca> s.19(1)
To: [REDACTED]
Cc: [REDACTED]
Sent: October 3, 2011 10:11 AM
Subject: RE: Hello David,

Hello [REDACTED]

I'd be delighted to talk to you, but I rather doubt that I'll be allowed to. I am required to refer you to Media Relations:

media@ec.gc.ca or (819) 934-8008 or toll-free at 1-888-908-8008.

[REDACTED] can talk to you, of course, or [REDACTED] or any of the foreign co-authors. s.19(1)

My apologies for the strange behaviour of EC,

David

P.S. Really liked [REDACTED] article. I thought that was one of the finest pieces of science journalism I've read.

Dr. David W. Tarasick
Experimental Studies (ARQX),
Air Quality Research Division,
Environment Canada,
4905 Dufferin Street,
Downsview, Ontario
Canada M3H 5T4
tel: (416) 739-4623
fax: (416) 739-4281
email: david.tarasick@ec.gc.ca

s.19(1)

From: [REDACTED]
Sent: Monday, October 03, 2011 9:16 AM
To: Tarasick,David [Ontario]
Subject: Hello David,

Hello David,

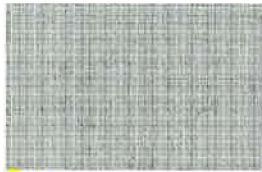
I hope you're well.

I work at [REDACTED]

I am hoping to have a quick chat with you today about the study released this weekend about the hole in the ozone layer. I understand you were a big part of that study and it would be great to hear from a Canadian on the topic. s.19(1)

If we can arrange something, please do let me know! I can be reached at [REDACTED] or [REDACTED]

Thank you so much, and I look forward to hearing from you!



s.19(1)



YOURS TO CELEBRATE

Appendix 4

Johnson, Mark [NCR]

From: Media [NCR] s.19(1)
Sent: October 3, 2011 12:08 PM
To: [REDACTED]
Cc: Tarasick, David [Ontario]
Subject: Response to your query: Unprecedented Arctic ozone loss in 2011

Good day, [REDACTED] s.19(1)

Thank you for your query. While an interview cannot be granted, we are able to provide additional information on the paper, *Unprecedented Arctic ozone loss in 2011*. You may attribute these responses to Dr. David Tarasick, Research Scientist, Environment Canada.

Since the emergence of the Antarctic "ozone hole" in the 1980s, the likelihood of extreme ozone depletion over the Arctic has been debated. This article shows that chemical ozone loss over the Arctic in spring 2011 exceeded any previously observed.

The results of this research show that Arctic ozone holes are possible even with temperatures much milder than those in Antarctica. It is demonstrated that chemical ozone destruction over the Arctic in early 2011 was – for the first time in the observation record – comparable to that in the Antarctic ozone hole. This resulted in somewhat lower ozone over our heads this summer, and higher UV levels (about 3-5% higher than we would expect if there had not been a hole). During the spring, however, UV levels were as much as 60% higher under the hole.

The depleted air mass has already dispersed, with the late spring breakup of the Arctic vortex. Severe ozone depletion over the poles is a springtime phenomenon involving the cold temperatures of the polar night, and the arrival of sunlight in the early spring.

Ozone depletion is extremely sensitive to small changes in temperature when the stratosphere is near the critical point for formation of polar-stratospheric clouds. For this reason we cannot at present predict when such severe Arctic ozone depletion may be matched or exceeded.

The Montreal Protocol (an international treaty adopted under the UN umbrella in 1987 to protect the ozone layer) has banned the release of ozone-depleting substances into the atmosphere. As a result stratospheric chlorine levels are indeed decreasing and ozone depletion is expected to be diminished in importance and eventually disappear by about 2050. However, a somewhat surprising development is that colder winters (in the stratosphere) are causing increased depletion in some years.

Kind regards,

Mark Johnson
Porte-parole | Spokesperson
Relations avec les médias | Media Relations
Environnement Canada | Environment Canada
10, rue Wellington, 23^e étage | 10 Wellington, 23rd Floor
Gatineau (Québec) K1A 0H3
Mark.Johnson@ec.gc.ca
Gouvernement du Canada | Government of Canada
Site Web | Website www.ec.gc.ca

Appendix 5

From: "Tarasick,David [Ontario]" <David.Tarasick@ec.gc.ca>
To: "Johnson,Mark [NCR]" <Mark.Johnson@ec.gc.ca>
Cc: [REDACTED]
Sent: September 28, 2011 11:17 AM
Subject: RE: Marg Munro interview

s.19(1)

I haven't given you any proposed responses.

Dr. David W. Tarasick
Experimental Studies (ARQX),
Air Quality Research Division,
Environment Canada,
4905 Dufferin Street,
Downsview, Ontario
Canada M3H 5T4
tel: (416) 739-4623
fax: (416) 739-4281
email: david.tarasick@ec.gc.ca

From: Johnson,Mark [NCR]
Sent: Wednesday, September 28, 2011 10:41 AM
To: Tarasick,David [Ontario]
Subject: Marg Munro interview

Good morning, Dr. Tarasick.

As a follow-up to my voicemail yesterday, I just wanted to let you know that proposed responses are with the ADM for review right now. If all is good to go, I will get in touch with you this afternoon to set up the interview.

Thanks,

Mark Johnson

Conseiller en relations avec les médias | Media Relations Advisor
Direction générale des communications | Communications Branch
Environnement Canada | Environment Canada
10, rue Wellington, 23^e étage | 10 Wellington, 23rd Floor
Gatineau (Québec) K1A 0H3
Tél: 819-934-8095 Fax: 819-994-1412 BB: 613-897-1745
Mark.Johnson@ec.gc.ca
Gouvernement du Canada | Government of Canada
Site Web | Website www.ec.gc.ca



Devez-vous vraiment imprimer ce courriel? Pensons à l'environnement!

Do you really need to print this email? Think of the environment!

Appendix 6

Séguin, Josée

From: Séguin, Lucie
Sent: Wednesday, November 16, 2011 12:28 PM
To: Dupont, Serge
Cc: Delisle, Angèle
Subject: FW: Oil sands study - requested information

Attachments: QsAs Snow sample results E (Nov 14 2011).doc



QsAs Snow
ple results E

Serge:

Dale vous remettra une copie papier de ce rapport. Voici la version électronique au cas où.

Veuillez noter que Dale a transmis une copie à Patricia Best pour qu'elle puisse aviser le Ministre.

Lucie

-----Original Message-----

From: Eisler, Dale
Sent: November 16, 2011 12:17
To: Séguin, Lucie
Subject: Fw: Oil sands study - requested information

FYI for Serge. Findings will be released by EC scientists at a conf in Boston.

----- Original Message -----

From: Carrigan, Sheena [NCR] [mailto:Sheena.Carrigan@]
Sent: Wednesday, November 16, 2011 11:45 AM
To: Eisler, Dale
Cc: Henley, David [NCR]; Rollin Roch (EC); Reinert, Chantal [NCR]
Subject: FW: Oil sands study - requested information

Good morning,

Attached is the Qs and As package for the release of the snow pack science results. It is currently with our MINO.

I will also send you the deck that will be presented in Boston as soon as I receive it from my program clients.

Please let me know if you need anything else.

Sheena

Sheena Carrigan CD, MBA
Directrice de communications
Services météorologiques du Canada, Sciences et Technologies Environnement Canada 351, boul. St-Joseph, bureau 871 Gatineau (Québec) K1A 0H3 | [REDACTED] Téléphone [REDACTED]
Cellulaire [REDACTED] Télécopieur 819-953-8125 [REDACTED] Site Web www.ec.gc.ca

s.16(2)

Sheena Carrigan CD, MBA
Director of Communications
Meteorological Service of Canada, Science and Technology Environment Canada
351 St-Joseph Blvd., Office 871
Gatineau, Quebec K1A 0H3

sheena.carrigan@ec.gc.ca
Telephone 819 [REDACTED]
Mobile [REDACTED]
Facsimile 819 [REDACTED]
Government of Canada
Website www.ec.gc.ca

s.16(2)

----- Original Message -----

From: Eisler, Dale [mailto:Dale.Eisler@ec.gc.ca]
Sent: Wednesday, November 16, 2011 08:11
To: Henley, David [NCR]
Subject: RE: Oil sands study

Hi David,

Didn't get it. Can you resend. Thanx.

Dale

-----Original Message-----

From: Henley, David [NCR] [mailto:David.Henley@ec.gc.ca]
Sent: November-16-11 8:47 AM
To: Eisler, Dale
Subject: Oil sands study

Dale

I flipped you an e-mail a couple of days ago but don't know if it got through.

The snow pack study I going to be released.

Let me know if you need anything and I will get my folks to contact you directly.

David H.

Questions and Answers

Oil sands science results from winter 2010-11 snow sample collection

ISSUE

EC's research conducted during winter 2010-11 confirms results already published by the University of Alberta that show contaminants in snow in the oil sands area. EC's results will be presented by EC scientists on November 16 at the Society of Environmental Toxicology and Chemistry (SETAC) 32nd Annual Meeting in Boston.

If scientists are approached for interviews at the conference, the EC communications policy will be followed by referring the journalist to the Media Relations 1-819-934-8008 phone number. An appropriate spokesperson will then be identified depending on journalist questions.

BACKGROUND

The commercial development of northern Alberta's oil sands has been criticised regularly in recent years both domestically and internationally. High-impact visuals of oil sands mining sites and high-profile incidents such as the death of duck flocks in Syncrude's tailings ponds have been abundantly publicized. The federal and provincial government's actions to monitor environmental performance have been under intense scrutiny by media and stakeholders.

In 2009 and 2010, Dr. Erin Kelly (at the time at the University of Alberta), and co-authors published two scientific papers, showing contaminants in snow in the oil sands development area, with seemingly more contamination closer to development compared to further away. In September 2010, Dr. David Schindler (University of Alberta), held a press conference where he displayed deformed fish presuming a link between deformities and contaminant deposition. Environment Canada scientists conducted research in winter 2010-11 corroborating the Kelly et al results.

Some preliminary results are now available and EC scientists will present their finds on contaminant concentrations in snow pack and precipitation on Nov 16.

SPOKESPERSONS:

Derek Muir – for science issues in Boston if approved by Media Relations

Chief Priority Substances Effects Section, Water Science and Technology Directorate
613.319.6921

Dan Wicklum – for policy issues from NCR if approved by Media Relations

DG Water Science and Technology, S&T Branch
819.994.4533

On Snow Sample Results

1. What did Kelly et al find?

A group of researchers from the University of Alberta led by Erin Kelly published two scientific papers showing that there were contaminants in snow that accumulated over the winter in the oil sands area. Contamination was highest near oil sands development compared to further away. The specific source, or sources, of contaminants was not identified.

If Pressed

It was also suggested that contaminants could have negative impacts on organisms living in the Athabasca River and tributaries as snow melts in spring, and contaminants are flushed into the surface water. However, no direct toxicity evidence was established to substantiate this claim.

2. What are the results of the Environment Canada study? Do they confirm *Kelly et al* results?

To corroborate *Kelly et al* results, Environment Canada scientists conducted research during winter 2010-11 using the same general methods as *Kelly et al*. We also tested snowmelt for a larger suite of contaminants than *Kelly et al*. and measured contaminants in precipitation, not just snow that accumulated over the winter. The results generally confirm the deposition concentrations and pattern reported by *Kelly et al*. Some contaminants concentrations were found to be higher than those reported, while some were lower. Contaminants were also reported in precipitation.

Notably EC tested the toxicity of Athabasca River water in spring 2010, when contaminants would be expected to be flushed into the Athabasca River system. The test was negative. No effects were found.

3. *Kelly et al* suggested this deposition was causing fish deformities? What do the Environment Canada results show?

EC scientists tested the toxicity of Athabasca River water in spring 2010, when contaminants contained in the snow would be expected to be flushed into the Athabasca River system. The test was negative. No effects were found.

A link has not been established between the level of contaminants found and any effect on fish. Further studies are being conducted by Environment Canada.

4. Two of your sampling locations seem to be right next to the Suncor and Syncrude operations. Are there specific problems with these companies?

Our research wasn't designed to identify specific sources of substances, it was designed to identify regional issues and trends. Our next science steps include narrowing down contaminant sources to things like blowing dust or vehicle exhaust, and testing for toxicity.

5. How important is this deposition? Are there environmental or human health effects or risks? If so, how serious are those risks?

We tested the toxicity of Athabasca River water in March 2010 during snowmelt, when contaminants would be expected to be flushed into the River at their highest concentrations. The River water showed no toxicity.

The substances that have been found in this study are typical of development, not just oil sands development. In fact, you don't even need industrial development to find these substances, they will be found to some extent even in snow in cities with no heavy industry.

We are continuing our work. We are comparing the levels of contamination we found in our work to other studies and find that other studies report both higher and lower levels.

Additional toxicological and chemical analyses of the snow samples collected from the Athabasca Rivers and tributaries in 2010-11 is ongoing and additional snow samples will be collected during winter 2011-12 and analyzed. These efforts will allow us to better understand deposition patterns and levels of oil sands related contaminants with a view to better identify their sources and ecological risks.

If Pressed on Environmental Health

We also have preliminary, unpublished results on mercury concentrations in fish in the Athabasca River. We have found no increase in mercury in fish in the Athabasca River.

If Pressed on Human Health

For context, a particular group of substances called poly aromatic hydrocarbons was found in the snow samples, but these substances are also found in BBQ'd steak, and they are found naturally in the Athabasca River and tributaries.

Given other researchers have found both higher and lower concentration of these contaminants in snow in their research, and that the substances we found are also found naturally in the Athabasca River and in urban environments, we are not identifying new risks. At this point we feel the issue is an environmental issue. If further research reveals different risks, appropriate steps will be taken immediately.

6. Why have you not taken any enforcement action? Will you do so?

At this point no toxicity has been demonstrated. Research is ongoing and will continue based on snow collected during winter 2011-12.

7. Why did it take the Government of Canada two years to address Kelly et al concerns raised in their publications?

Environment Canada took immediate action, after Kelly et al's results became public.

Firstly, EC immediately launched a research program designed to corroborate the Kelly et al results. This corroboration step is normal in the scientific process to ensure findings are repeatable. However, EC scientists went further by expanding the investigations to include analyses for additional potential contaminants and to look to see if there is any contamination in precipitation, not just snow pack.

Secondly, in response to the Kelly et al findings and other calls for improved monitoring, the former Minister of the Environment struck the Oil Sands Advisory Panel, whose mandate was to document, review and assess the monitoring system in the oil sands. When the Panel issued its report, the Government of Canada accepted all the recommendations and responded by committing to coordinate the development of a world-class environmental monitoring system in the oil sands. The result, released in July 2011, was an integrated monitoring Plan that covers water, air and biodiversity.

This plan provides the blueprint for monitoring that will provide the assurance that the oil sands are being developed sustainably.

8. EC has been accused of taking a lax environmental protection stance. What do you say to this?

A1. Scientist. I am a scientist. I'm not in a position to answer that question but I'd be happy to refer to you an appropriate spokesperson.

A2. The Government of Canada is very active in the oils sands. In addition to our science activities on water, air and biodiversity, EC participates in environmental assessments, and is taking action on several fronts like enforcement, GHG emissions, air quality, and the National Pollutant Release Inventory (NPRI).

If Pressed

Enforcement

EC's Enforcement Branch is monitoring the tailings ponds for any violations of federal environmental protection legislation in partnership with the Province of Alberta. We conduct routine inspections, do independent monitoring, participate in environmental assessments, and undertake science and technological research. Environment Canada's enforcement officials are reviewing regular groundwater monitoring data to ensure oil sands operations are in compliance (under s36(3) *Fisheries Act*) and are not impacting water quality. EC performs inspections and investigations to ensure compliance with s. 5.1(1) of the *Migratory Birds Convention Act*, 1994 concerning the depositing of deleterious substances in migratory bird habitats.

GHG Emissions

- An engagement process has been initiated with the oil and gas sector and the province of Alberta to enable ongoing consultation on regulatory development for GHG emissions from the oil and gas sector, including the oil sands.
- A Consultative Steering Committee (CSC) has been created and it is led by Environment Canada Associate Assistant Deputy Minister Mike Beale and includes representatives from Alberta Environment and industry. The first CSC meeting was held on October 6, 2011 and another was held on November 14, 2011. Through this Steering Committee, Environment Canada will seek views and expert advice on possible approaches to regulating GHG emissions from the oil and gas sector. This advice will be presented to the Deputy Minister of Environment Canada for consideration.
- The group is currently working on a number of issues including drafting principles to guide the work going forward, considering different approaches to performance standards for different sub-sectors of the oil and gas industry, and different options for providing compliance flexibility.
- It is expected that a technical working group will be created at a later date to seek views and advice from key stakeholders on the technical aspects of the approach to GHG regulation for the oil and gas sector.
- Consultation with provinces and environmental non-governmental organizations is planned. As we move forward, we are also committed to extensive consultation with industry, provinces and territories and other key stakeholders on the development of all regulations.

Air Quality Management System

- As pollution levels and sources of air pollution vary across Canada, a comprehensive approach is necessary to deal with all sources affecting air quality. This is why the

Government of Canada is currently working with provinces, territories and stakeholders to finalize the elements of a new air quality management system, which will include more stringent ambient air quality standards, management of air quality at the local and regional level, and national emissions requirements for major Canadian industrial sectors and equipment groups, including the oil sands.

- The finalization of this system will be completed by the end of 2011 and we will continue to work with the provinces, territories, other federal departments, and stakeholders for its implementation to begin in 2013.
- Effective air quality management is important for Canadians. With the new air quality management system, the Government of Canada is moving forward to address air quality in a comprehensive manner.

National Pollutant Release Inventory (NPRI)

- The Government of Canada ensures that Canadians have access to information on pollutant releases and transfers in Canada through the National Pollutant Release Inventory (NPRI). The NPRI is Canada's legislated, publicly accessible inventory of pollutant releases and is based on information reported by facilities in Canada, including the vast majority of the thermal electricity-generating plants. The NPRI supports decision-making and action to manage risks from releases of these pollutants.
- Mandatory NPRI reporting for criteria air contaminant (CAC) emissions, the pollutants contributing to smog, poor air quality and acid rain has been in place since 2002. The NPRI also compiles emissions summaries and trends for certain air pollutants, heavy metals and persistent organic pollutants, including lead, cadmium and mercury, based on all sources originating in Canada.
- More recent pollutant release and transfer information is available on Environment Canada's web site: www.ec.gc.ca/inrp-npri

On the Integrated Monitoring Plan

9. What is the OS monitoring plan objective?

The objective is to provide the information necessary to give assurance that the oil sands are being developed sustainably.

10. What monitoring currently takes place in the oil sands?

There have been monitoring activities in the oil sands for many years. The province of Alberta has been monitoring, industry has been monitoring their installations, Environment Canada has done some monitoring and there were independent monitoring entities. However, what we collectively came to realize is that previous efforts were not good enough to be called world class. This is why the Government of Canada committed, in December 2010, to produce an integrated plan for monitoring the oil sands.

The Integrated Oil Sands Monitoring Plan announced in 2011 includes elements for monitoring air, water and biodiversity over a large spatial scale and at appropriate time-scales to provide assurance the oil sands are being developed sustainably.

11. How much will the proposed monitoring system cost?

A1. Scientist. I am a scientist. I'm not in a position to answer that question but I'd be happy to refer to you an appropriate spokesperson.

A2. Preliminary estimates indicated that implementing an integrated monitoring Plan could cost up to \$50 million a year.

The \$50 million amount would likely decline over time as the Plan evolves. The proposed approach is deliberately intended to be adaptive, and monitoring could be scaled back in certain areas if no problems are observed.

To put this \$50 million cost in context, the oil sands industry is already spending more than \$15 million dollars a year on monitoring.

Providing assurance that the resource is being developed responsibly is not only necessary from an environmental perspective, it is necessary to ensure that industry keeps its social license to operate and has access to international markets. Implementing a monitoring plan that is scientifically sound is necessary for the environment and for business.

12. Has industry been approached about paying for this?

A1. Scientist. I am a scientist. I'm not in a position to answer that question but I'd be happy to refer to you an appropriate spokesperson.

A2. Discussions with the Province of Alberta about implementing the monitoring Plan are ongoing now.

If Pressed

The oil sands industry has welcomed our efforts to improve environmental monitoring around their operations. The industry already contributes funding for the Regional Aquatics Monitoring Program (RAMP), the Wood Buffalo Environmental Association (WBEA), Alberta Biodiversity Monitoring Institute (ABMI) and the Cumulative Environmental Management Association (CEMA). We expect that they will be equally supportive in helping to fund an improved monitoring plan.

The federal government recognizes, as has the Government of Alberta, that as a user of the resource, industry has a responsibility to support a monitoring plan that provides assurance that the environment is being protected.

13. Obviously the science part of this is crucial, but aren't you also using science as an excuse for not doing more and doing it more quickly?

A1. Scientist. I am a scientist. I'm not in a position to answer that question but I'd be happy to refer to you an appropriate spokesperson.

A2. The scientific foundation must be laid to understand the real risks and challenges faced in the region. That means we need to test, monitor, benchmark, collect data, cross-reference and so forth in order to support effective decision making backed by sound science. Our future actions will be guided by solid scientific evidence. We are committed to make decision based on science not politics.

14. Where does Alberta stand in all this? Are they a partner or a stakeholder

when it comes to monitoring in the oil sands?

A1. Scientist. I am a scientist. I'm not in a position to answer that question but I'd be happy to refer to you an appropriate spokesperson.

A2. Sound science and data are key components in protecting the environment. Environment Canada is broadly recognized for its overall scientific capacity and expertise, which is critical for world-class monitoring. The Government of Canada has committed to partner with Alberta to put a world-class monitoring system in place that runs well.

Like Alberta, the Government of Canada has responsibilities to monitor, assess and regulate activities in the Lower Athabasca for the purposes of protecting ecosystems and biota in the region.

The Government of Canada also recently provided scientific input into Alberta's Lower Athabasca Regional Plan (LARP). Government of Canada scientists will continue to engage their Alberta counterparts so that both governments can provide assurance to Canadians that the oil sands are developed in an environmentally-sustainable manner.

15. What environmental monitoring of the area of the oil sands is done now, by Environment Canada and the Province of Alberta?

Environment Canada currently monitors:

- water quantity under agreement with the province of Alberta in north eastern Alberta including the Athabasca River watershed;
- water quality downstream of oil sands development;
- air quality as part of a national network of air monitoring locations.
- pollutant releases (to air, water and land), disposals and transfers through the National Pollutant Release Inventory (NPRI), Canada's legislated, publicly accessible inventory.

Environment Canada is also rolling out key improvements in water quality monitoring, including:

- investment in a specialized equipment for chemical fingerprinting with the goal of differentiating between natural and industrial sources of contamination in the Athabasca River;
- shorter-term monitoring to ensure tailings ponds are functioning properly; and;
- research into the toxicity of oil sands contaminants on fish.

The province of Alberta monitors water quality at additional sites in the Athabasca watershed. The industry funds air and water quality monitoring through the Wood Buffalo Environmental Association and Regional Aquatic Monitoring Program (RAMP).

16. With whom did you work with in developing the monitoring Plan?

The teams that developed and drafted the components of the Plan included officials from several governments – officials from a number of departments in the Government of Canada, Alberta, Saskatchewan and the Northwest Territories – as well as from academia and Manitoba Conservation. These were experts in their field and in most

cases have experience in the oil sands.

This Plan has also been vetted by independent experts, including Dr. David Schindler, whose research in the last few years has contributed to our understanding of possible problems. This is very much a science-based plan. Up to this point, there has been some engagement with Aboriginal groups.

17. Why is deep ground water not included in the monitoring plan?

Shallow ground water that comes to the surface and joins stream or river flow is monitored under the Plan. In fact, this is a critical part of the Plan because it will help scientists differentiate between natural and anthropogenic sources of contaminants. However, there is no interaction between deep ground water and surface water. If at a later date we feel it necessary to add this component to the Monitoring Plan we can do so. The Plan is designed to be adaptive and to continuously improve.

18. In terms of biodiversity, is there any evidence already of contamination as a result of oil sands?

Environment Canada has already undertaken contaminants monitoring in wildlife and that work is continuing. We have seen an increased exposure of mercury in bird eggs which is why more research is required to evaluate trends and sources of the contamination.

19. What do you plan to do to mitigate or reduce the impacts of contaminants in wildlife?

We developed the monitoring Plan to assess levels and trends. Once data are available it will be possible to determine what corrective measures, if any, are necessary.

20. Are you looking at all wildlife in the region?

Given the large potential scope of a monitoring plan for biodiversity, a phased approach is being pursued. A phased approach will enable EC to move forward with some monitoring activities in a short time frame while also enabling an adaptive approach to be undertaken with a view to enabling a more comprehensive plan to be put into place in the medium and long term. Initially, we will focus on species of birds, selected based on principles identified in the plan.

Appendix 7

National Media Relations and Spokesperson Policy

February 4, 2004

This policy takes effect immediately.

Consistent with the *Communications Policy of the Government of Canada*, Fisheries and Oceans Canada focuses its communications activities on initiatives and issues pertaining to the policies, programs and services it administers. Purely political matters are dealt with exclusively by the Minister's Office.

DFO Communications has the overall mandate for media relations and coordinates efforts across the country with departmental staff. However, the successful and effective delivery of media relations is a shared responsibility within the Department.

Communications staff, senior management and designated spokespersons must ensure they receive appropriate media training, coaching and/or instruction to carry out their responsibilities effectively, and to ensure the requirements of federal policy are met. While DFO Communications coordinates the training, sectors must make necessary arrangements as an ongoing operational consideration.

Objective:

The purpose of the *National Media Relations and Spokesperson Policy* is to guide DFO in its public affairs operations, specifically media relations.

It is in line with the principles outlined in the Communications Policy of the Government of Canada.

It evolved from the *National Media Strategy* (July 2003) as defined in the DFO *Strategic Communications Approach* (March 2003). It commits senior managers, supervisors and employees to the common goal of coordinated, consistent media relations through a number of management principles.

These include:

Core Values–

The *National Media Relations and Spokesperson Policy* commits DFO Communications to national and regional coordination to ensure consistency in approach and messaging, timeliness, transparency, accuracy and respect for official languages.

Clear Roles and Responsibilities –

The **Minister** is the principal departmental spokesperson, explaining government policies, priorities and decisions to the public. He/she is supported in this role by appointed aides in his/her office, and by DFO's senior management team. The Minister's participation in interviews pertaining to departmental issues is determined through discussion between the Minister's Office and HQ Communications.

All DFO employees share varying levels of responsibility for the implementation of effective media relations as coordinated by DFO Communications. From assisting with background research, to helping develop and approve quality materials, to the fulfillment of spokesperson duties, a number of DFO employees play a crucial role in the delivery of departmental media relations. They are also responsible for ensuring that DFO Communications is involved at the outset of any media relations activity.

Senior management ensures DFO staff in their area of responsibility is aware of this policy and adheres to it.

Senior management designates managers and knowledgeable staff, empowering them to speak in an official capacity on issues or subjects for which they have responsibility and expertise. Senior management also ensures that spokespeople are available in both official languages and that the necessary media training is conducted.

Every member of the senior management team and all designated spokespersons are to have up-to-date media training.

Senior management will consult Communications when designating spokespeople and establishing media training sessions.

DFO Communications has lead responsibility for media relations. It coordinates day to day operations and longer term planning efforts across the country consistent with the *National Media Strategy* (July 2003).

In order to reflect federal and departmental priorities (i.e., *Responding to Canadians*) DFO Communications builds, nurtures, and maintains open and professional relations with media. It cultivates proactive relations with the media to promote public awareness and understanding of DFO's policies, programs, services and initiatives.

Communications branches coordinate reviews of their list of official spokespersons when required. They also coordinate media relations training for senior management and designated spokespeople.

Communications branches in HQ and Regions must keep in mind that the Minister needs to be prepared to answer questions about all departmental issues at any time. They are therefore responsible for identifying such issues or potential issues and for contacting HQ Communications to determine, with the Ministers Office, if media lines should be prepared.

Communications branches are also responsible for ensuring the Minister's Office, the Deputy Minister's Office and senior management are kept apprised of media

relations activities in a timely fashion, by reporting them through the daily media relations report process.

Trained and experienced Communications staff should be the first point of contact for media. When that is not possible, they should be involved at the outset of any media relations activity. Communications personnel will work with sectors and spokespeople to ensure consistency of approach and messaging, as well as timely, accurate and transparent responses. This may include interview preparation and constructive feedback to spokespeople to inform future efforts.

Communications staff may also, at times, act as spokespersons.

Communications staff is responsible for any follow-up required with the media (i.e., to provide background information, correct errors, update information, etc.).

Designated spokespersons represent the Department. They therefore articulate departmental messages and are accountable to speak to agreed upon departmental positions. They speak to matters of fact concerning the policies, programs and services or initiatives within their area of expertise.

Designated spokespeople have the responsibility to make themselves available to respond to media requests in a timely fashion, in consultation with Communications.

According to federal government policy, spokespersons must respect the constraints imposed by privacy rights, security needs, matters before the courts, government policy, Cabinet confidences and ministerial responsibility. When speaking as an institution's official representative, they must identify themselves by name and position, speak on the record for public attribution, and confine their remarks to matters of fact concerning the policies, programs, services or initiatives of their institution. They should not offer personal opinions on departmental/governmental decisions, or speculate on decisions that are pending.

Effective Processes and Procedures-

DFO must operate and respond effectively in a 24-hour media environment. The operational objective is to make every reasonable effort to accommodate the media's deadlines while maintaining acceptable standards of quality, garnering the necessary approvals and ensuring consistency in messaging.

It is the responsibility of DFO Communications to keep all relevant departmental officials as well as the Minister's Office aware of daily media relations activities across the country through the media relations report and other means.

HQ and regional sectors and Communications must synchronize processes (i.e., determining who will take the lead on an issue, who will approve materials, timing, etc.). Regional sectors/senior management are to ensure HQ sector colleagues are briefed on the issue before regionally approved communications materials are sent to HQ for approval.

Integrated Approach -

Media relations activities are an important part of the responsibilities of many employees in the Department. As such, media relations considerations or communications impacts will be taken into account in the business planning process at DFO.

The Department values openness, transparency and public accessibility as a way to continually improve operations over time. A program of media relations information sessions will be undertaken by Communications to increase awareness and understanding across regions and sectors, and improve the effectiveness of the department's media relations.

Organizational Objectives and Targets -

In order to achieve effective media relations, DFO Communications adheres to annual performance objectives and specific targets.

Performance Accountability -

Many staff members have obligations to consider the communications impacts of their duties. Where these responsibilities are significant, they will be documented. Through direct feedback, performance reviews and regular analysis of media coverage, members will be held accountable.

Operational Component

The following was developed from existing models and best practices in operation across the country. The *National Media Relations and Spokesperson Policy* is to help ensure a consistent and coordinated approach, strengthening the Department's ability to respond to media inquiries in an effective and timely manner.

The *National Media Relations and Spokesperson Policy* was developed to aid the implementation of the National Media Strategy. The Department's policy adheres to the standards and objectives of the *National Communications Policy*.

For clarification or advice about situations and requests that fall outside this policy, please contact your Communications Branch.

When a media request for an interview is received:

1. If Communications is not the point of entry, the program employee who receives the call should advise Communications immediately. **Together, the client and Communications will decide how best to respond:**

- When? (respect the deadline, the initial response may simply be an acknowledgement of the request with the promise to provide more details at a mutually agreeable time);
- By whom? (ensure a designated spokesperson has been fully briefed and has approved lines);
- With what message?; and
- With what follow-up? (as necessary - the interview may be an opportunity to introduce a bigger issue or initiative, or the reporter may choose to follow-up with questions from another angle, and DFO needs to be ready to respond quickly)

2. **Program/Sector spokesperson**

If it is decided that a program/sector spokesperson is to conduct the interview, typically *Communications*:

- Conducts a pre-interview with the reporter to determine details of the request (deadline, story angle, use of story, required background information, 3rd parties also being interviewed, etc.);
- Coordinates the gathering of information and, where possible, ensures approved media lines are in place as necessary;
- When appropriate, provides background information to the reporter, answering questions of a general nature;
- Negotiates the interview with the reporter by setting a time that is convenient for both the reporter and spokesperson, determining the duration of the interview, etc;
- Conducts a pre-interview with the program/sector spokesperson (to ensure the comfort level of the interviewee, providing quick refreshers to assist with tone, style and approach, to think through predictable questions and possible answers, etc.); and
- Sits in on the interview if possible, records the interview, and provides feedback to the spokesperson (possible improvements on style and delivery, questions that suggest strong reporter interest, areas that might evolve into another story line or follow-up story).

Typically, *program/sector*:

- Works with Communications to develop appropriate messages and shares any pertinent information;
- Ensures an appropriate spokesperson is available to respond to the request in a timely manner; and
- If circumstances make it impossible for a Communications staff member to be present for the interview (ie: spokesperson is traveling, located in a remote location), the spokesperson must contact Communications as quickly as possible to report on how the interview went.

3. Communications spokesperson

If a Communications staff member is to conduct the interview, typically

Communications:

- Consults with the program/sector on messages to be delivered (using approved lines); and
- Provides feedback to the related program areas (NHQ and Regions).

These circumstances may include, but not be limited to, the following:

- Situations where the information to relay is relatively simple, and doesn't necessitate a subject matter expert;
- Situations where the information has been relayed to media often, and it becomes easy for Communications personnel to take over; or
- Situations where a spokesperson is not available, but the Communications employee possesses sufficient knowledge about the issue to answer a journalist's questions.

Once the media interaction is done:

- Communications reports the interview through the national daily "media relations report";
- Media monitoring tracks the publication of the story;
- Communications consults with sector in evaluating the situation to determine if any follow-up is necessary (need to call the journalist to correct some facts, to send a letter to the editor, to adjust messages for any follow-up media calls, etc.); and
- Communications may also want to follow-up with the spokesperson to offer tips on interview delivery.

Responding to a Media Inquiry

Unsolicited media inquiries generally fall into two categories:

- Those that seek **factual, technical or operational** information.
- Those that seek to discuss **policy** issues.

1. Factual, technical and operational questions

Designated spokespeople may provide responses to factual, technical and operational questions without specific media lines.

DFO Communication Branch should be notified **before** conducting an interview. Communications advice on addressing the issue can be provided and mention of the interview will be included in the daily media relations report.

Typically responses to factual, technical and operational inquiries **would include information such as:**

- Dates for opening and closing of fisheries;
- Coast Guard operations such as Search and Rescue incidents or icebreaking activities;
- How fishery surveys and science are conducted;
- Changes in licensing procedures;
- Explanations of laws and regulations;
- Departmental role and responsibility in specific operational matters;
- Items of a routine nature;
- Scientific research; and
- Approved and announced fisheries management plans.

Such responses **do not include:**

- speculation;
- reference to departmental plans or proposals that have not been approved and previously made public;
- discussion of major events or developments of which senior management and Minister have not been apprised;
- discussion or comment on issues that fall outside of their personal areas of expertise, unless authorized to do so;
- discussion of advice given to the Minister, Cabinet or the departmental chain of command;
- statements of departmental positions on issues;
- discussion of Minister's position on issues;
- litigation;
- implications or speculation extending beyond the mandate of the Sector/branch or individual being interviewed; and
- personal opinion.

Some factual, technical and operational questions may require special consideration and the attention of a designated spokesperson if they are connected to high profile, controversial or complex or horizontal issues, or if the request for factual information is to provide detail to a longer item on a related issue. **In such a case, it is particularly crucial that Communications be contacted prior to conducting an interview.** Examples include:

- Oil and gas industry issues;
- Seal fishery issues;
- Aboriginal issues;
- NAFO-related issues;
- Fatalities at sea and marine safety;
- High profile convictions; and
- Cod fishery issues.

2. Policy and related questions

Reporters who want to discuss policy issues are to be referred to DFO Communications, which will determine who should respond and how, in consultation with the sector.

Consultation between region and HQ will determine whether a national or regional spokesperson will respond.

Media lines are required for questions related to non-routine incidents, on-going public issues, or questions of policy that require a statement of departmental position.

In general, a region will draft media lines and provide it to spokespersons when the issue or question is specific to that region. HQ will draft media lines and provide spokespersons when the issue or question has implications for more than one region, relates to broad policies, principles of a national program or is an issue or program managed by HQ.

It may at times be impossible to obtain full written approvals (through the normal Communications docket system) in time to respect the journalist's deadline. Process should not compromise timeliness – we need to respond quickly and effectively to media inquiries. In these instances, Communications in HQ and the region will consult each other to identify the key people in the organization who need to approve the main messages before they are used.

Proactive Media

Plans for proactive media relations are to be discussed with Communications Branch before contacting the media.

Media Products

DFO Communications manages national and regional approvals on behalf of sectors and branches. Media products are authored by Communications branches and are to be approved prior to distribution to ensure consistency and coordination.

Media products include:

- news releases;
- backgrounders;
- media lines;
- Questions & Answers;
- media advisories;
- fact sheets;
- letters to the editor; and
- feature stories.

Given that the approval process (national and local combined) averages a week in length, sectors are encouraged to **engage Communications Branch early** in the development of a project to ensure timely production and approval of communications products.

In most instances, approved materials for use in public also require translation.

For more information contact your regional Communications Branch.

Production of Media Products

1- News Releases

- News releases are to be written by DFO Communications.
- On average, news releases should be no longer than one page.
- Titles should be short and express action.
- News releases should be written in clear and concise language. Short sentences are to be favoured.
- The news must be found in the first paragraph. Journalists receive many releases each day; you must get their attention in the first paragraph.
- Quotes should accentuate and support the main messages delivered in the release.
- It is important to limit the number of quotes to a minimum (one is often enough), recognizing however, that is sometimes difficult to do in interdepartmental or intergovernmental announcements.
- Don't put too much detail in the release. Leave any unnecessary item out, and include it in a backgrounder instead. The shorter a news release, the more likely a reporter will read it.
- The contact names appearing at the bottom of press releases should always be that of Communications personnel. The Minister's Press Secretary or Director of Communications should also appear if the release quotes the Minister or refers to a Ministerial decision or event.
- Releases should be distributed electronically to media over and above any wire service being used. Backgrounders should be attached, along with any link to a pertinent DFO web page.
- Where deemed appropriate, proactive calls should be made by Communications personnel to reporters expected to be interested in the news.

2- Backgrounders

- Backgrounders are to be written by DFO Communications.
- They are normally prepared in support of announcements or events.
- They should not exceed one or two pages in length.
- This is a good place to put information that is too detailed for the press release, which should contain only the main points of the announcement.
- They should contain information reporters will need to complete their stories, (context, history of a program, figures, charts, stats, biographical information) without overwhelming them with details.
- They must be easy to read and understand. Clear and concise language is as important in a backgrounder as in a news release.

3- Media Advisories

- These serve to alert media to an event, such as a Ministerial press conference, a technical briefing, etc.
- These documents should not exceed half a page in length.
- They should contain a short title, a paragraph summarizing the event, and the logistical details the media will need to attend (date, time, location). The latter should be in point form and bolded.
- The contact names appearing at the bottom of media advisories should always be that of Communications personnel.
- Media advisories should be distributed electronically to media over and above any wire service being used.
- Proactive calls should be made by Communications personnel to reporters expected to be interested in the event or briefing.

4- Key Messages

- Key messages should be written by DFO Communications, in consultation with sectors to ensure accuracy
- The intent of key message documents are to provide spokespeople with a maximum of three main messages to be delivered on a particular subject.
- They should be written in plain language.
- The length of each message should be relatively brief, to help increase the possibility of messages being used in news clips and sound bytes.



Meeting the Media

A Guide for DFO Spokespersons



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spokesperson policy. It can be viewed on the DFO intranet at
http://intra.dfo-mpo.gc.ca/IntraCom/spokesperson_e.htm

Introduction

Speaking with reporters is both a challenge and an opportunity. The men and women of Fisheries and Oceans Canada (DFO) have many stories to tell Canadians and the news media are a primary vehicle to reach them.

In fact, communicating government programmes and activities to Canadians is at the core of the Communications Policy of the Government of Canada. The policy also states that spokespersons be properly prepared before conducting interviews, preparation that includes formal media training.

While the Minister is the principal departmental spokesperson, senior departmental officials may also act as spokespersons in explaining government policies, priorities and decisions to the public. Communications staff may also, at times, act as spokespersons.

DFO COMMUNICATIONS has lead responsibility for media relations. It coordinates day to day operations and longer term planning efforts across the country. And in practice, all DFO employees share varying levels of responsibility for the implementation of effective media relations as coordinated by DFO Communications. From assisting with background research, to helping develop and approve quality materials, to the fulfillment of spokesperson duties, a number of DFO employees play a crucial role in the delivery of departmental media relations. They are also responsible for ensuring that DFO Communications is involved at the outset of any media relations activity.

TRAINED AND EXPERIENCED COMMUNICATIONS STAFF should be the first point of contact for media. Communications personnel will work with sectors and spokespersons to ensure consistency of approach and messaging, as well as timely, accurate and transparent responses. This may include interview preparation and constructive feedback to spokespersons to inform future efforts. Communications staff is responsible for any follow-up required with the media (i.e., to provide background information, correct errors, update information, etc.).

This media guide is one of the tools that will help you plan for clear and effective communications. It is a short overview of practical tips and techniques and a handy reference to consult in preparing for a media interview.



How the Media Works

The world of newspapers, radio and television is a mystery to many people. It's even more confusing today with the addition of Web news services, blogs and growing international media focus on DFO activities. News happens 24 hours a day, 7 days a week and that puts pressure on the department to respond quickly.

Basically, reporters are looking for something that is new. It could be as simple as facts on fish quotas or the launch of a new Coast Guard vessel. Often, reporters chase the unusual or controversial such as catch seizures, changes to DFO programs or the annual seal hunt. In all cases DFO has a story to tell.

Neither spokespersons nor the department can control how news coverage turns out, but together we can ensure that DFO's position is presented clearly, accurately and consistently. That means knowing what our story is and responding to interview requests in a timely, factual manner. If the reporter gets it wrong or misquotes you, Communications can follow up to correct the record.

Preparing for an Interview

Only a few gifted communicators can meet the media with little or no preparation. Departmental spokespersons cannot afford to take that chance, even if they know their subject area inside out. That's why the department provides expert media training, from both within the department, and with external trainers. From a reporter's first call, Communications staff is there to help you tell DFO's story in the clearest and best light.

If a call from a reporter comes directly to you, relay it to Communications before even agreeing to an interview. (Remember, you are always on the record, even before a so-called formal interview has taken place!) Communications will determine a reporter's line of questioning, the thrust or angle of the story, the deadline, and so on. Review your key messages with Communications and be familiar with their media products, including media lines and questions and answers. Communications will also record the media request in its daily media relations report, which tracks media calls to DFO across the country.



Program/Sector spokesperson

If it is decided that a program/sector spokesperson is to conduct the interview, typically Communications:

- ⊙ *Conducts a pre-interview with the reporter to determine details of the request (deadline, story angle, use of story, required background information, third parties also being interviewed, etc.);*
- ⊙ *Coordinates the gathering of information and, where possible, ensures approved media lines are in place as necessary;*
- ⊙ *When appropriate, provides background information to the reporter, answering questions of a general nature;*

- ⊙ *Negotiates the interview with the reporter by setting a time that is convenient for both the reporter and spokesperson, determining the duration of the interview, etc;*
- ⊙ *Conducts a pre-interview with the program/sector spokesperson (to ensure the comfort level of the interviewee, providing quick refreshers to assist with tone, style and approach, to think through predictable questions and possible answers, etc.); and*
- ⊙ *Sits in on the interview if possible, records the interview, and provides feedback to the spokesperson (possible improvements on style and delivery, questions that suggest strong reporter interest, areas that might evolve into another story line or follow-up story).*

Typically, program/sector:

- ⊙ *Works with Communications to develop appropriate messages and shares any pertinent information;*
- ⊙ *Ensures an appropriate spokesperson is available to respond to the request in a timely manner.*

Consultation between the regions and HQ will determine whether a national or regional spokesperson will respond.

Media lines are required for questions related to non-routine incidents, on-going public issues, or questions of policy that require a statement of departmental position.

In general, a region will draft media lines and provide them to spokespersons when the issue or question is specific to that region. HQ will draft media lines and provide them to spokespersons when the issue or question has implications for more than one region, relates to broad policies, principles of a national program or is an issue or program managed by HQ.

Sometimes It may be impossible to obtain full written approvals (through the normal Communications docket system) in time to respect the journalist's deadline. Process should not compromise timeliness – we need to respond

quickly and effectively to media inquiries. In these instances, Communications in HQ and the region will consult each other to identify the key people in the organization who need to approve the main messages before they are used.

If circumstances make it impossible for a Communications staff member to be present for the interview (i.e.: spokesperson is traveling, located in a remote location), the spokesperson must contact Communications as quickly as possible to report on how the interview went.

An important note regarding the handling of national, as opposed to regional, media inquiries: When a media call comes from a national media agency (for example, Canadian Press; CBC National News; Radio-Canada) whether print, radio, television, or web service, the Minister's Director of Communications needs to be notified by Communications staff of the nature of the inquiry before an interview with the journalist is granted.

It is very helpful to go through a quick practice run ahead of time in order to identify key messages and anticipate challenging questions. One important point is the length of the interview. Usually ten to fifteen minutes is more than enough time.

Be familiar with what the Minister or other officials have already said on the topic and be sure your messages are consistent. Sometimes, the story is still developing and you will only be able to deliver holding lines.

Holding Lines

We heard about the incident only moments ago but we are investigating and will get back to you with an update.

A decision on that matter is still being discussed so I can only share with you the facts to date.

I haven't read those comments by the processors but I'll phone you back with a comment once we have had a chance to read them.

And in some cases, you will be constrained by other factors in being able to provide details. For example:

Reporter's Question: *What evidence do you have in this case of salmon poaching?*

Answer: *You'll understand that we can't comment on a matter that is now before the courts.*



Part of your preparation should include a mental checklist:

- ⊙ *What is the purpose of this interview? To educate, to correct the record, to counter critics, etc.*
- ⊙ *Who is the ultimate news audience?*
- ⊙ *How can I best communicate in the interview so the audience will clearly understand DFO's position?*
- ⊙ *What are the key messages that help me achieve a positive outcome?*

Designated spokespersons talk to reporters about matters of fact concerning the policies, programs and services or initiatives within their area of expertise. But there are also some limitations on what can be said when it comes to privacy rights, security matters, court cases, government policy, cabinet confidences and ministerial responsibility. Most reporters accept these constraints and why you can't elaborate.

Typically responses to factual, technical and operational inquiries **would include information such as:**

- ⊙ *Dates for opening and closing of fisheries;*
- ⊙ *Coast Guard operations such as Search and Rescue incidents or icebreaking activities;*

- ⊙ *How fishery surveys and science are conducted;*
- ⊙ *Changes in licensing procedures;*
- ⊙ *Explanations of laws and regulations;*
- ⊙ *Departmental role and responsibility in specific operational matters;*
- ⊙ *Items of a routine nature;*
- ⊙ *Scientific research; or preliminary results of research;*
- ⊙ *Approved and announced fisheries management plans.*



Such responses **do not include:**

- ⊙ *speculation;*
- ⊙ *reference to departmental plans or proposals that have not been approved and previously made public;*
- ⊙ *discussion of major events or developments of which senior management and Minister have not been apprised;*
- ⊙ *discussion or comment on issues that fall outside of their personal areas of expertise, unless authorized to do so;*
- ⊙ *discussion of advice given to the Minister, Cabinet or the departmental chain of command;*
- ⊙ *statements of departmental positions on issues;*
- ⊙ *discussion of Minister's position on issues;*
- ⊙ *litigation;*
- ⊙ *implications or speculation extending beyond the mandate of the Sector/branch or individual being interviewed; and*
- ⊙ *personal opinion.*

There are a number of ways reporters can interview you, ranging from a simple phone call to more challenging situations in the field with little or no time for preparation. Increasingly, reporters are conducting interviews through text messaging. You may be situated on an ice floe when the questions pop up on your hand held device from someone in a warm newsroom many kilometres or even continents away.

Text Messaging and E-Mail:

These are handy communications tools but you are just as much on the record here as you are in front of a television camera. Carefully compose your answers as though every word could end up in a news story and avoid adding any unnecessary shorthand or chit chat.

Phone:

The regular telephone is still the most common link between reporters and spokespersons. In the comfort of your normal surroundings, you are free to look at your notes, take your time to think before responding or even flip through some departmental background files to get the facts straight. When possible, avoid doing an interview on a cell phone since the signal can fade and the chances of being misunderstood rise.

Face-to-Face:

You may also be interviewed face to face, in your office or on location at a DFO work site. It's a little higher stress level but the same rules apply. Stick to facts. Answer as openly and concisely as you can. If you don't have the answer, promise to get back to the reporter before his or her deadline.





Radio:

Radio interviews are often done over the phone but you could also appear live in the studio. Your interview may be carried in its entirety live or at a later time, or a very short ‘sound-bite’ may be used, perhaps as short as 5 seconds long. In whatever format, listen carefully to the whole question. Don’t rush to answer or interrupt the host. Slow down your delivery so the listeners clearly understand your answers. Remember, it is the host’s job to fill the silence: when you have answered a question and made your point, stop.

Television:

Facing the camera to tell the DFO story is not always easy but a few simple rules should help. Know your story ahead of time, including the two or three key messages that summarize the department’s position. Look at the reporter, not the camera. Follow the rule of one question=one answer to help stay on message. Maintain a neutral expression, even if the questions are pointed. Otherwise, the uncomfortable body language comes through loud and clear to a television viewer.

Television Remote Interview:

The remote or “double-ender” interview is often the most difficult but it’s a modern news gathering reality, especially at DFO. A news anchor in Toronto wants to interview a departmental spokesperson in Vancouver about the latest salmon developments. The spokesperson is positioned outside at a picturesque location or possibly in a studio with nothing but a microphone pinned to their chest and a camera staring them in the face. The anchor’s questions are conveyed through a small earpiece. Again, know your story ahead of time, stay composed, speak slowly and (unlike the normal TV interview) keep your eyes trained on the camera lens. This way you are talking directly to the anchor and to all the viewers in Canada who are watching.



News Conference:

This is an orderly way to face reporters in a controlled setting. There is usually plenty of time to prepare and you are not alone. Take special care to craft a brief opening statement. Almost always one or two quotes from the statement are used in news reports.

A designated moderator makes things going even smoother. This person hands off questions to the most appropriate spokesperson.

Technical Briefing:

On some complex issues, the department may decide to hold a technical briefing. This is delivered by a group of experts who brief media in more detail than is usually available at a news conference with the Minister. It may feel like a more informal setting but the information delivered is all quotable and so the same interview rules apply. Some reporters may be in the room while others participate through a conference call hook-up. Planning for a technical briefing should happen well in advance. Each spokesperson's role will be clearly spelled out with one official acting as the lead.

Scrum:

In rugby they are called scrums, and that's the same name given to those big media gatherings surrounding spokespersons who must think quickly on their feet. As in sports, these kinds of scrums can be chaotic but keep your cool. It is unlikely that anyone but the Minister would face a scrum, but the approach to dealing with scrums is instructive. Make it clear you have time to take only a few questions. Respond to questions one at a time. If the reporters' noise level and pacing increase, slow down and be even more deliberate in your responses. When questions start to be repeated, clearly state that you have only a few more minutes then leave at a regular pace, not a run.

He Put Words in My Mouth!

It can happen but only if you allow it.

Reporters often like to ask a leading or provocative question, hoping you will use the same words in your answer.

With the first answer, a reporter can easily write that a DFO official denied the department “turned a blind eye” to overfishing. The second answer ignores the leading part of the question and goes straight to the correct answer of conservation.

Hypothetical Questions:

Q1: *What will you do if there is no new money for ocean science?*

Q2: *Is it possible that illegal fishing on the high seas will eventually kill the Atlantic Fishery?*

Q3: *Can you guarantee there will be no more illegal lobster fishing in this area?*

Q: *Isn't it true DFO turned a blind eye to overfishing for too long?*

A: *We didn't turn a blind eye! The department did everything in its power to conserve these stocks.*

Much Better A: *The department did everything in its power to conserve these stocks*

These are the kind of questions that can really put a spokesperson on the spot. But there is a relatively easy out. You have to detect the speculative nature of the question and politely tell the reporter, “I’m sorry but I really can’t speculate on what might happen in the future.” That alone will not be a very satisfying

answer but if you follow up with what the department is doing today and not sometime off in the future, you have regained control of the interview. Here are some suggested answers to the above questions to illustrate the point:

A: I really can't speculate on that but I can tell you that:

1. Oceans are an important part of the department's responsibilities and we continue to fund programmes as best we can.
2. Through international agreements and enforcement, Canada is playing a key role in controlling overfishing on the high seas.
3. We conduct regular patrols of these waters to make sure illegal lobster trapping is kept under control.

The Bridge:

As in the above example, a verbal bridge is a handy technique to keep you on message. "I can't speculate **but what I can tell you**" is a bridge.

So too is the simple word 'again'. For example, "Again, as I said earlier, DFO is concerned about conservation." If you want to add emphasis to the bridge, add a few more key words. For example: "Again, the most important point from DFO's standpoint is conservation."

Say It Right the First Time

One of the biggest beefs against the media is accuracy. You can help them get it right if you are clear, concise and compelling from the beginning. Don't respond in jargon, partial phrases or mumble an important number. This also means avoiding impersonal pronouns, contractions and acronyms.



Here are some examples:

Okay Response	Better Response
<i>Our policy looks at fishing inside and outside of LOMAs.</i> (Acronym)	<i>DFO’s policy addresses fishing inside and outside of Large Ocean Management Areas.</i>
<i>They’re essential components of Canada’s oceans environment.</i> (Impersonal pronoun)	<i>These marine ecosystems are essential components of Canada’s oceans environment.</i>
<i>We can’t respond at this time.</i> (Contraction – could be misinterpreted)	<i>We <u>cannot</u> respond at this time.</i> (Much clearer)



Control

Reporters control the questions but spokespersons are the experts and they can control the answers. Don't wait for the perfect question in order to deliver one of your key messages. Look for every opportunity to address the questions on your terms by using a key message as the anchor to your answers.

Your Box

Reporters often want to wander in an interview, looking for a better angle. It's quite correct to remind the reporter that you are prepared to talk about your area of expertise but not something off topic. Contrary to the popular cliché describing imaginative thinking, it's better to stay inside the box. For instance:

"That question relates more to the Coast Guard's responsibility. As you know, I'm an enforcement officer and I conduct inspections of catches so I really can't give you an answer."

First Answer

Be ready with your first answer. This doesn't mean ignoring the reporter's first question and saying what you had rehearsed: it's just to make sure you deliver early on the important part of the story from the department's standpoint. In a busy news environment, reporters may only ask you one or two questions and it would be a shame if your top line message is never conveyed.

Message Checklist

It's a big help to write out some key messages in bullets before starting the interview. This gives you an anchor to return to. The checklist is especially useful in a telephone interview where you can literally check off the key messages as you deliver them.



Verbal Techniques

Talking to colleagues or friends, we usually speak too quickly without much thought of how our words are being interpreted. This doesn't work in an interview. Slow down, as though you were addressing a classroom full of students. This deliberate pacing will help make the delivery clear and allow you time to think in complete and quotable sentences. Here are some more tips:

- ☉ *Use your voice to underline important numbers or statistics.*
- ☉ *Take a brief pause before answering to help put your mind in gear.*
- ☉ *Don't cut off a reporter's question because you think you have the answer.*
- ☉ *Give one answer per question, not a flurry of unrelated information.*
- ☉ *Don't feel obliged to keep answering the same question multiple times. Ask the reporter if there is something else he or she would like to know because you have nothing more to add on that subject.*
- ☉ *Refer to the Department or the Government in your answers and do not use the personal pronoun "I". After all you're a DFO spokesperson and not an opinionated commentator.*



Non Verbal Communications

Some communications experts feel that non-verbal signals have a greater impact on viewers and listeners than the verbal messages. It's certainly true that an audience can tell if you're bored/upset/uncomfortable etc. So, try to remain as neutral as possible in your demeanour no matter how aggressive the questioning may become. Here are some non-verbal gestures to avoid during an interview:

- ☉ *Crossing your arms can appear defensive.*
- ☉ *Clenched jaws and darting eyes are signs of nervousness.*
- ☉ *Exaggerated hand movements are a visual distraction.*
- ☉ *Loss of eye contact with the reporter shows discomfort.*

What does off the record mean?

At one time, it meant that information could be conveyed to a reporter anonymously. Today, this practice really doesn't exist. Assume you are always on the record. Be comfortable with everything you tell a reporter because it could very well show up on the newscast or the next day's newspaper.

Can reporters use things I said before and after the formal interview?

Yes, and they very often do. During the formal interview, spokespersons are always on their toes. But the parts before and after are just as critical and you can't afford to let your guard down.

Should I tape record my interviews?

When possible, tape recording is a great tool. If you are misquoted, there's a record to go back to. It's a learning tool for you to review. It also can be circulated to colleagues to let them know exactly what you said in the interview.

Can reporters tape record me?

Yes, they almost always record interviews in person or over the phone. They later review the recordings to extract quotes. Reporters are not obliged to tell you they are recording unless the interview is intended for broadcast.

What if I don't know the answer?

It's okay to say you don't know everything. Don't lie, speculate or guess at an answer. Promise the reporter you'll find out and get back to them. Sometimes, a quick e-mail response is all that's needed.



How do I answer those multi-barrelled questions?

Often reporters are simply fishing for an answer and pack several questions into one. Deal with the one question that best helps you to relay the department's position. The reporter can easily come back to some of the other topics through follow up questions.

How do I answer when the same question keeps coming back repeatedly?

Reporters sometimes repeat a question because they haven't got the response they were hoping for. Answer the question several times – on your terms – and then ask if there are any other questions because you really have nothing more to add on the subject.



Appendix 9



National Research Council
Canada

Conseil national de recherches
Canada

Executive Vice-President
and Secretary General

Vice-présidente exécutive
et Secrétaire générale

NRC-CRC

11 April 2012

Our file: A2011-0063

PROTECTED

Mr. Tom Spears
529 Courtenay Avenue
Ottawa, ON
K2A 3B2

Dear Mr. Spears:

This is in response to the request you made under the *Access to Information Act* received in our office on 9 March 2011. The information you requested pertained to "all NRC documents relating to your request on March 1, 2012, for information on snow research done jointly with NASA (Request went to Jonathan Ward, communications). Please include any documents or emails following publication of my article (on March 2nd), up to March 7, inclusive."

Enclosed you will find all the accessible records we found in response to your request. Please note that some information had to be severed in accordance with sections 20(1) [Third Party Information] and 21(1)[Advice, etc] of the *Access to Information Act*. The relevant sections of the *Act* are enclosed for your information.

If you are not satisfied with this response, you are entitled to file a complaint with the Information Commissioner of Canada within 60 days (<http://www.infocom.gc.ca/faq/ComplaintForm-eng.pdf>) after the day on which you will have received this letter.

Yours sincerely,

Pat Mortimer

Enclosures

Ottawa, Canada
K1A 0R6

613-998-3664
Docufax 613-998-3839

Canada

Third party information

20. (1) Subject to this section, the head of a government institution shall refuse to disclose any record requested under this Act that contains

(a) trade secrets of a third party;

(b) financial, commercial, scientific or technical information that is confidential information supplied to a government institution by a third party and is treated consistently in a confidential manner by the third party;

(b.1) information that is supplied in confidence to a government institution by a third party for the preparation, maintenance, testing or implementation by the government institution of emergency management plans within the meaning of section 2 of the Emergency Management Act and that concerns the vulnerability of the third party's buildings or other structures, its networks or systems, including its computer or communications networks or systems, or the methods used to protect any of those buildings, structures, networks or systems;

(c) information the disclosure of which could reasonably be expected to result in material financial loss or gain to, or could reasonably be expected to prejudice the competitive position of, a third party; or

(d) information the disclosure of which could reasonably be expected to interfere with contractual or other negotiations of a third party.

Operations of Government – Advices, etc.

21. (1) The head of a government institution may refuse to disclose any record requested under this Act that contains

(a) advice or recommendations developed by or for a government institution or a minister of the Crown,

(b) an account of consultations or deliberations involving officers or employees of a government institution, a minister of the Crown or the staff of a minister of the Crown,

(c) positions or plans developed for the purpose of negotiations carried on or to be carried on by or on behalf of the Government of Canada and considerations relating thereto.

Trepanier, Sylvie

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 10:14 AM
To: Baillie, Stewart
Cc: Ward, Jonathan
Subject: FW: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Hi Stewart,
Yes, please do forward the text to both Jon Ward and me. Thx.

Jon, Mengistu Wolde is the research officer who provided the text and knows of our involvement.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Ward, Jonathan
Sent: March-01-12 9:48 AM
To: Chadwick, Manya
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Hi Manya,

Here is the link to the story Tom was inquiring about:

http://www.nasa.gov/topics/earth/features/DC-8_GCPEX_status_02_28_12.html

If you could get back to me asap, it would be much appreciated.

Thanks,
Jon

From: Ward, Jonathan
Sent: March-01-12 9:43 AM
To: Chadwick, Manya
Cc: Drouin, Charles; Morin, Carolan
Subject: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Received.

MEDIA

Tom Spears
Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurements of snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurements. I'm looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

Proposed answer:

NRC will attempt to set up an interview with someone from IAR.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Pending

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

Media Relations | Relations avec les médias

National Research Council Canada | Conseil national de recherches Canada

(613) 990-1583

(613) 897-0537 cell

Jonathan.Ward@nrc-cnrc.gc.ca

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1-855-282-1637

media@nrc-cnrc.gc.ca

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[And on YouTube](#) | [et sur YouTube](#)

Trepanier, Sylvie

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 10:38 AM
To: Baillie, Stewart
Subject: RE: NAWX4SPACE Update

Ok, I will find out the deadline but noon will probably work. Come see me? Room 127, down the hall from Jeff.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Baillie, Stewart
Sent: March-01-12 10:36 AM
To: Chadwick, Manya
Subject: RE: NAWX4SPACE Update

ATIA - 21(1)(a)

ATIA - 21(1)(b)

[REDACTED]

[REDACTED]

(I will be in M-3 and have some time ~noon)

Stewart...
613 998 3071

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 10:27 AM
To: Baillie, Stewart
Subject: RE: NAWX4SPACE Update

[REDACTED]

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Baillie, Stewart
Sent: March-01-12 10:15 AM
To: Chadwick, Manya
Subject: FW: NAWX4SPACE Update

It was easier for me just to forward this email.

Stewart...

613 998 3071

From: Wolde, Mengistu
Sent: Monday, February 27, 2012 4:39 PM
To: Baillie, Stewart
Cc: Marcotte, Dave
Subject: NAWX4SPACE Update

Stewart:

As per your request here some background on the NAWX4SPACE project and the flight component of it that was completed last Friday. NRC-FRL has successfully led an airborne atmospheric campaign during the international GCPEX project. The GCPEX project involved a coordinated triple aircraft (NASA DC-8, University of North Dakota Citation and the NRC Convair-580) missions for sampling of winter clouds over Environment Canada's Center for Atmospheric Research Experiment (CARE) site located at Egbert, Ontario. The accomplishment so far for the project include:

- Integrated over 20 scientific instruments (see attached picture) on the aircraft by building partnerships with NASA and Environment Canada. Although NRC has been doing airborne atmospheric collaborative projects for over 20 years, this is the first time that NRC led an atmospheric airborne campaign by securing funding and in-kind contributions and partnerships with other OGDs and international partners. Scientist from Environment Canada and graduate students from McGill participated in all of the flights.
- Completed 7 Convair project flights, with 4 of the flights coordinated with the NASA DC-8, flying over the EC CARE facility and over Lake Ontario. In all of our missions, the Convair arrived at the study area on-time.
- In addition to NASA, NRC partnered with MIT Lincoln Lab, FAA and NOAA in sampling winter clouds over Lake Erie.
- Completed all the project flights a week ahead of schedule

More background stuff:

- The NRC Convair-580 participation during the Global Precipitation Mission (GPM) Cold-Season Precipitation Experiment (GCPEX) is aimed to collect and analyze unique ground and airborne in-situ and radar datasets that will be used for characterization of multi-frequency (C, W, X, Ku, Ka) and multi-parameters (Doppler, and Polarimetric) radar signatures of glaciated and mixed-phase clouds. The outcome of this research will be relevant to science and technology issues of future space borne radar systems that will be focused on characterizations of mid and high latitude cloud and precipitation systems. The Canadian consortium of the GCPEX research include NRC, EC, McGill University and University of Manitoba.
- NRC and CSA Collaboration: NRC started a collaborative project with CSA and Environment Canada in development of the NAWX radar in 2005.

ATIA - 21(1)(a)

ATIA - 21(1)(c)

Mengistu

Mengistu Wolde, Ph.D.

Convair Facility Manager, Flight Research Laboratory
Institute for Aerospace Research
National Research Council Canada
U-61, 1200 Montreal Road, Ottawa, ON K1A 0R6
Government of Canada

Tel.: (613) 998-3790 | Fax: (613) 952-1704 | email: mengistu.wolde@nrc-cnrc.gc.ca
<http://www.nawx.nrc-cnrc.gc.ca> | http://iar-ira.nrc-cnrc.gc.ca/flight_main_e.html

Trepanier, Sylvie

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 10:53 AM
To: Ward, Jonathan
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Yes, by 1 pm

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Ward, Jonathan
Sent: March-01-12 10:51 AM
To: Chadwick, Manya
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

ASAP, ideally in the next couple hours. Is that feasible?

From: Chadwick, Manya
Sent: March-01-12 10:51 AM
To: Ward, Jonathan
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

What's the deadline. I need to message a text.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

ATIA - 21(1)(b)

ATIA - 21(1)(a)

From: Ward, Jonathan
Sent: March-01-12 10:48 AM
To: Chadwick, Manya; Trim, Katharine
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Hi Manya,

The journalist's question was copied pretty much verbatim in my original email. I'm sure he realizes the project's findings won't be available for a while – he's only after how NRC was involved in the project [REDACTED]

Jon

From: Chadwick, Manya
Sent: March-01-12 10:45 AM
To: Trim, Katharine; Ward, Jonathan
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

ATIA - 21(1)(a)

Jon and Kathy,
I have picked up some background on our involvement [REDACTED]

What exactly are the journalist's questions? If it is simply "What is NRC's involvement in this project?" then I have info. If the journalist wants info on the findings (article mentions measurements of microphysical properties of raindrops and snowflakes), then that info probably won't be available for a while.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Trim, Katharine
Sent: March-01-12 10:06 AM
To: Ward, Jonathan; Chadwick, Manya
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

I am not convinced we need an interview. A few lines on our involvement are fine. Please let me see them first. Thanks

Katharine Trim

Katharine.Trim@nrc-cnrc.gc.ca
T 613-993-1357 / F 613-952-9907

Director General / Directrice générale
NRC Communications and Corporate Relations Branch
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1200 Montreal Road, Building M-58 / 1200 chemin Montreal, Édifice M-58
Ottawa, Ontario K1A 0R6
www.nrc-cnrc.gc.ca

From: Ward, Jonathan
Sent: March 1, 2012 9:43 AM
To: Chadwick, Manya
Cc: Drouin, Charles; Morin, Carolan
Subject: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Received.

MEDIA

Tom Spears

Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurements of snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurements. I'm looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

Proposed answer:

NRC will attempt to set up an interview with someone from IAR.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Pending

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

Media Relations | Relations avec les médias
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(613) 897-0537 cell
Jonathan.Ward@nrc-cnrc.gc.ca

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media@nrc-cnrc.gc.ca
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[And on YouTube](#) | [et sur YouTube](#)

Ward, Jonathan

From: Spears, Tom (ott) [tspears@ottawacitizen.com]
Sent: March-01-12 11:01 AM
To: Ward, Jonathan
Subject: RE: NRC-NASA

Yup, good – thanks.

From: Ward, Jonathan [<mailto:Jonathan.Ward@nrc-cnrc.gc.ca>]
Sent: Thursday, March 01, 2012 11:00 AM
To: Spears, Tom (ott)
Subject: NRC-NASA

Hi Tom,

We'll have something for you by 1pm. That ok?

Thanks,
Jon

Jonathan Ward

Media Relations | Relations avec les médias
National Research Council Canada | Conseil national de recherches Canada
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(613) 897-0537 cell
Jonathan.Ward@nrc-cnrc.gc.ca

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[And on YouTube](#) | [et sur YouTube](#)

Trepanier, Sylvie

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 11:39 AM
To: Baillie, Stewart
Cc: Mackwood, Jeff
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR
Attachments: NRC_Conviar_580_GCPEX.png

Stewart: Here is a revised text for you to sign off. We need to deliver this to media relations by shortly after noon. I will send the email to media relations once I have your sign off.

Any sensitivity about releasing the image to the journalist? I see it is posted at <http://www.nawx.nrc.gc.ca/gcpex.html>

Thanks,

Manya

Canada's National Research Council (NRC) has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations. On Friday March 24, the NRC Flight Research Laboratory completed its work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow study over Ontario, Canada.

Three aircraft (NASA's DC-8, University of North Dakota's Citation and the NRC's Convair-580) were coordinated in missions to sample winter clouds over Environment Canada's Centre for Atmospheric Research Experiment (CARE) site located at Egbert, Ontario.

To support this NASA study, NRC

- integrated more than 20 scientific instruments (see attached picture) on the aircraft, in collaboration with NASA and Environment Canada. Scientists from Environment Canada and graduate students from McGill participated in all of the flights.
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- In addition to partnering with NASA, NRC partnered with MIT Lincoln Lab, FAA and NOAA in sampling winter clouds over Lake Erie.

Background

- The mission of the NRC Convair-580 research aircraft was to collect and analyze unique ground and airborne radar datasets that will be used to characterize multi-frequency (C, W, X, Ku, Ka) and multi-parametric (Doppler, and Polarimetric) radar signatures of glaciated and mixed-phase clouds.
- The outcome of this research will be directly relevant to science and technology issues of future space-based radar systems that will be focused on characterizations of mid- and high-latitude cloud and precipitation systems.
- The Canadian consortium of the GCPEX research includes NRC, Environment Canada, McGill University and the University of Manitoba.

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Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Ward, Jonathan
Sent: March-01-12 10:48 AM
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Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Hi Manya,

The journalist's question was copied pretty much verbatim in my original email. I'm sure he realizes the project's findings won't be available for a while – he's only after how NRC was involved in the project [REDACTED]
[REDACTED]

Jon

ATIA - 21(1)(b)

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Sent: March-01-12 10:45 AM
To: Trim, Katharine; Ward, Jonathan
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

ATIA - 21(1)(a)

Jon and Kathy,
I have picked up some background on our involvement [REDACTED]
[REDACTED]

What exactly are the journalist's questions? If it is simply "What is NRC's involvement in this project?" then I have info. If the journalist wants info on the findings (article mentions measurements of microphysical properties of raindrops and snowflakes), then that info probably won't be available for a while.

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Tel: (613) 991-5738

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Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
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Katharine.Trim@nrc-cnrc.gc.ca
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Cc: Drouin, Charles; Morin, Carolan
Subject: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

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Tom Spears
Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

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Status: Pending

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

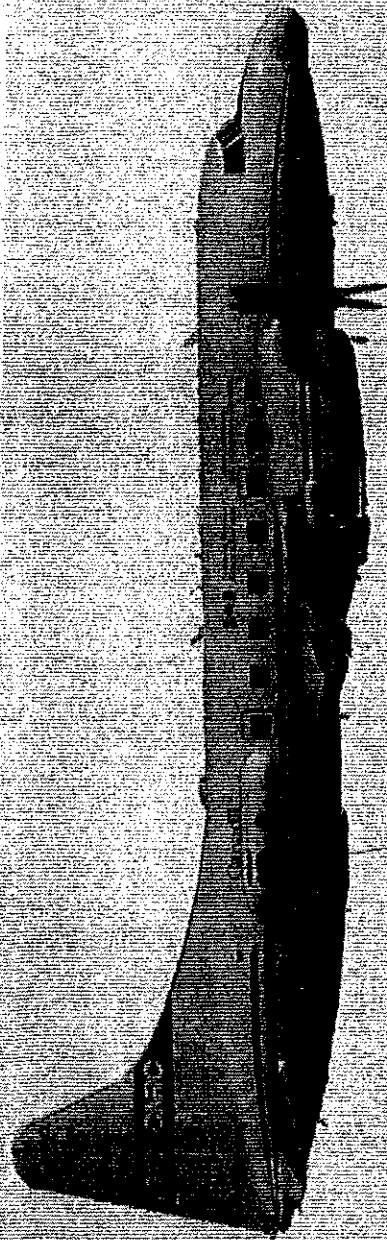
Contact: Manya Chadwick, IAR

Jonathan Ward
Media Relations | Relations avec les médias

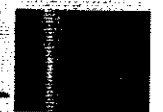
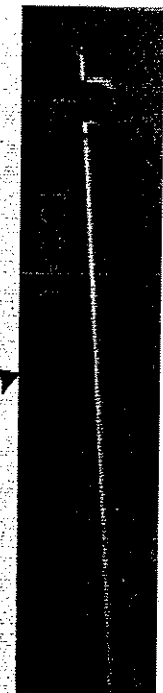
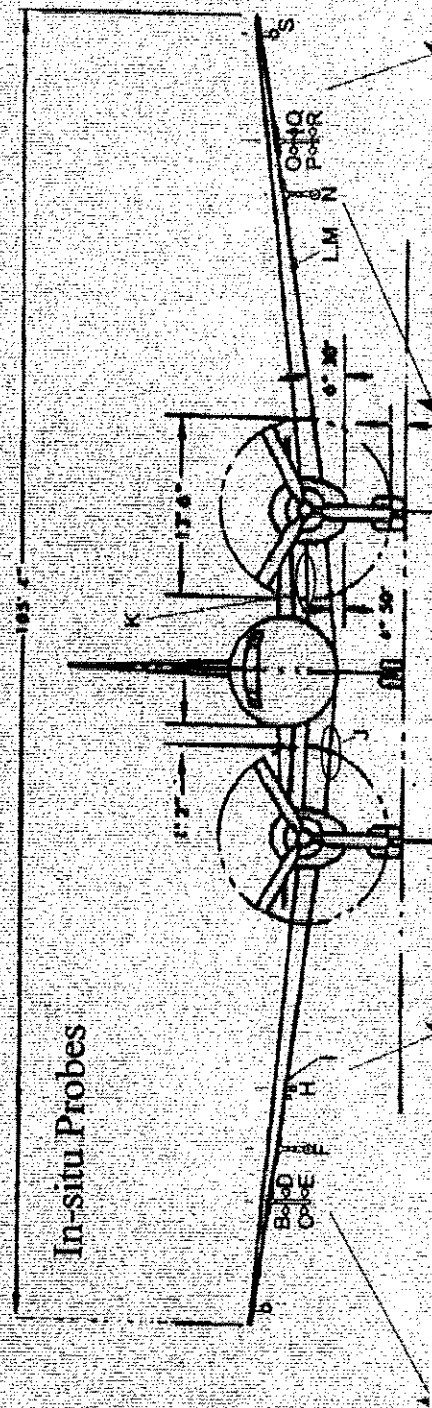
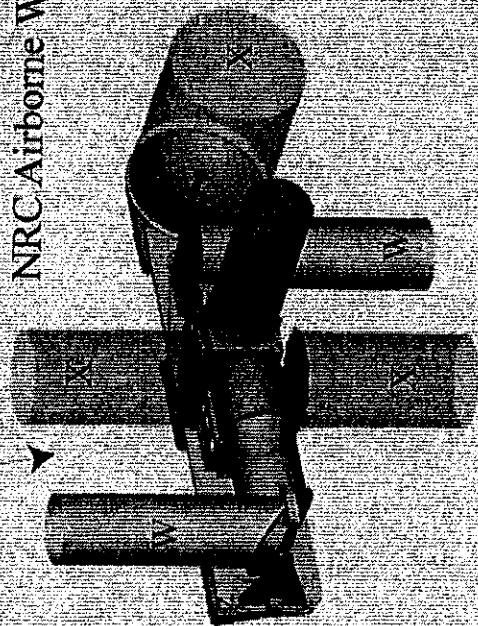
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[And on YouTube](#) | [et sur YouTube](#)



NRC Airborne W and X Band Radar (NAWX)



Trepanier, Sylvie

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 12:22 PM
To: Ward, Jonathan
Subject: RE: Response to Media Call re: NASA project with IAR

Heres' a general bullet too:

The Flight Research Laboratory (FRL) of the National Research Council Institute for Aerospace Research (NRC Aerospace) is engaged in airborne research in wide area of research applications using its fleet of aircraft. These research activities are collaborative in nature, involving Canadian and international agencies. Projects undertaken by the group with its many partners include environmental studies, remote sensing systems and algorithm development, and aeromagnetism.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Ward, Jonathan
Sent: March-01-12 12:21 PM
To: Chadwick, Manya
Subject: RE: Response to Media Call re: NASA project with IAR

Thanks very much Manya. We'll trim these down a bit and send to the journo.

Jon

From: Chadwick, Manya
Sent: March-01-12 12:03 PM
To: Ward, Jonathan
Cc: Trim, Katharine; Drouin, Charles; Komorowski, Jerzy; Potter, Ian; Mackwood, Jeff; Baillie, Stewart
Subject: Response to Media Call re: NASA project with IAR

Jon,

I have obtained Stewart Baillie's approval to release the following info and photo to the journalist. Kathy says she like to review these lines before you release them.

Canada's National Research Council (NRC) has been conducting airborne atmospheric research projects for more years in collaboration with universities, government, and other scientific organizations. On Friday March 24, the Flight Research Laboratory completed its work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow study over Ontario, Canada. NRC work in this project was funded by the Canadian Space Agency.

Three aircraft (NASA's DC-8, University of North Dakota's Citation and the NRC's Convair-580) were coordinated in missions to sample winter clouds over Environment Canada's Centre for Atmospheric Research Experiment (CARE) site located at Egbert, Ontario.

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Background

- The mission of the NRC Convair-580 research aircraft was to collect and analyze unique ground and airborne in-situ and radar datasets that will be used to characterize multi-frequency (C, W, X, Ku, Ka) and multi-parameter (Doppler, and Polarimetric) radar signatures of glaciated and mixed-phase clouds.
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Tel: (613) 991-5738

From: Ward, Jonathan
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To: Chadwick, Manya; Trim, Katharine
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
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ATIA - 21(1)(a)

ATIA - 21(1)(b)

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Manya Chadwick

Communications

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Tel: (613) 991-5738

From: Trim, Katharine

Sent: March-01-12 10:06 AM

To: Ward, Jonathan; Chadwick, Manya

Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy

Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

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Ottawa, Ontario K1A 0R6

www.nrc-cnrc.gc.ca

From: Ward, Jonathan

Sent: March 1, 2012 9:43 AM

To: Chadwick, Manya

Cc: Drouin, Charles; Morin, Carolan

Subject: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Received.

MEDIA

Tom Spears

Ottawa Citizen

tspears@ottawacitizen.com

613-596-3700

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Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

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[And on YouTube](#) | [et sur YouTube](#)

Latreille, Diane

From: Ward, Jonathan
Sent: March 1, 2012 2:03 PM
To: Potter, Ian; Komorowski, Jerzy; Mackwood, Jeff; Baillie, Stewart
Cc: Trim, Katharine; Drouin, Charles; Chadwick, Many
Subject: Citizen lines re: NASA-NRC collab

Hi all,

Kathy has approved the lines below (provided by Many Chadwick – thanks!) that I'd like to send to Tom Spears at the Citizen ASAP. If anyone has any concerns with them, please let me know.

Thanks,
Jon

- The National Research Council of Canada (NRC) has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations. On Friday February 24, the NRC Flight Research Laboratory completed its work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow study over Ontario.
- To support this NASA study, NRC Integrated more than 20 scientific instruments (see attached picture) on the aircraft, in collaboration with NASA and Environment Canada. Scientists from Environment Canada and graduate students from McGill participated in all of the flights.
- NRC conducted seven flights with its Convair-580 research airplane. Four of the flights were coordinated with the NASA DC-8, flying over the Environment Canada CARE facility and over Lake Ontario.
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Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Latreille, Diane

From: Mackwood, Jeff
Sent: March 1, 2012 2:45 PM
To: Ward, Jonathan; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Folks: do whatever you think is best, but based on my experience in dealing with the media, what Manya first proposed, and what Stewart approved, is by far the better content to release.

'Nuff said.

Jeff Mackwood
Marketing Manager / Gestionnaire en marketing
National Research Council Canada / Conseil national de recherches Canada
Institute for Aerospace Research / Institut de recherche aérospatiale
1200 Montreal Road, Building M3 / 1200 Chemin Montreal, edifice M3
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Fax: (613) 952-7214 / Telecopieur: (613) 952-7214
<<mailto:jeff.mackwood@nrc.ca>>
<<http://www.NRCAerospace.com/>> / <<http://www.CNRCAerospatiale.com/>>

Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Ward, Jonathan
Sent: Thursday, March 01, 2012 2:43 PM
To: Mackwood, Jeff; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Hi Manya,

I didn't include those points from your original email because the first is too technical, and for the second point, we don't want to speculate about what the research might or could do in the future.

Cheers,
Jon

From: Mackwood, Jeff
Sent: March-01-12 2:36 PM
To: Chadwick, Manya; Trim, Katharine; Ward, Jonathan
Subject: RE: Response to Media Call re: NASA project with IAR

Wasn't suggesting we not send him the lines right away. Just that we might also be able to offer an interview.

Your call.

Jeff Mackwood
Marketing Manager / Gestionnaire en marketing
National Research Council Canada / Conseil national de recherches Canada
Institute for Aerospace Research / Institut de recherche aérospatiale
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Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 2:25 PM
To: Trim, Katharine; Mackwood, Jeff; Ward, Jonathan
Subject: RE: Response to Media Call re: NASA project with IAR

If Tom Spears writes for laymen, his readers might want to know why this type of study is important. It has something to do with space-borne radar systems.

Here are the bullets that cover the reason for this research:

- NRC was to collect and analyze unique ground and airborne in-situ and radar datasets that will be used to characterize the radar signatures of glaciated and mixed-phase clouds.
- The outcome of this research will be directly relevant to science and technology issues of future space-borne radar systems that will be focused on characterizations of mid- and high-latitude cloud and precipitation systems.

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From: Trim, Katharine
Sent: March-01-12 2:10 PM
To: Mackwood, Jeff; Chadwick, Manya; Ward, Jonathan
Cc: Drouin, Charles; Komorowski, Jerzy; Potter, Ian; Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

Jeff, he's running on a tight deadline today, so I would like to get the lines back to him quickly.

Katharine Trim

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From: Mackwood, Jeff
Sent: March 1, 2012 2:02 PM

To: Chadwick, Manya; Ward, Jonathan
Cc: Trim, Katharine; Drouin, Charles; Komorowski, Jerzy; Potter, Ian; Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

We should also offer the possibility of an interview, assuming we have someone available (Stewart?)

It's a great way to get additional lines of coverage, and to lessen the chance that the reporter will misinterpret (or randomly expand upon) the "lines" that we provide him. The story then becomes more about us (and our Canadian partners), rather than NASA.

Tom Spears is a pretty good reporter and we've been treated ok by him in the past.

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Manya Chadwick

Communications

NRC - IAR /CNRC - IRA

Tel: (613) 991-5738

From: Ward, Jonathan

Sent: March-01-12 10:48 AM

To: Chadwick, Manya; Trim, Katharine

Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy

Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Hi Manya,

The journalist's question was copied pretty much verbatim in my original email. I'm sure he realizes the project's findings won't be available for a while – he's only after how NRC was involved in the project [REDACTED]

Jon

ATIA - 21(1)(c)

From: Chadwick, Manya

Sent: March-01-12 10:45 AM

To: Trim, Katharine; Ward, Jonathan

Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy

Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

ATIA - 21(1)(a)

Jon and Kathy,

I have picked up some background on our involvement [REDACTED]

What exactly are the journalist's questions? If it is simply "What is NRC's involvement in this project?" then I have. If the journalist wants info on the findings (article mentions measurements of microphysical properties of raindrops/snowflakes), then that info probably won't be available for a while.

Manya Chadwick

Communications

NRC - IAR / CNRC - IRA
Tel: (613) 991-5738

From: Trim, Katharine
Sent: March-01-12 10:06 AM
To: Ward, Jonathan; Chadwick, Many
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

I am not convinced we need an interview. A few lines on our involvement are fine. Please let me see them first. Thanks

Katharine Trim

Katharine.Trim@nrc-cnrc.gc.ca
T 613-993-1357 / F 613-952-9907

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NRC Communications and Corporate Relations Branch
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Ottawa, Ontario K1A 0R6
www.nrc-cnrc.gc.ca

From: Ward, Jonathan
Sent: March 1, 2012 9:43 AM
To: Chadwick, Many
Cc: Drouin, Charles; Morin, Carolan
Subject: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Received.

MEDIA

Tom Spears
Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurements of snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurements looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

Proposed answer:

NRC will attempt to set up an interview with someone from IAR.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Pending

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Latreille, Diane

From: Ward, Jonathan
Sent: March 1, 2012 3:42 PM
To: Chadwick, Manya
Cc: Drouin, Charles; Morin, Carolan; Mackwood, Jeff
Subject: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Answered.

MEDIA

Tom Spears
Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurements of snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurements. I'm looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

Answer:

- On Friday February 24, the National Research Council of Canada (NRC) Flight Research Laboratory completed its work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow study over Ontario.
- To support this NASA study, NRC Integrated more than 20 scientific instruments (see attached picture) on aircraft, in collaboration with NASA and Environment Canada. Scientists from Environment Canada and graduate students from McGill participated in all of the flights.
- NRC conducted seven flights with its Convair-580 research airplane. Four of the flights were coordinated with the NASA DC-8, flying over the Environment Canada CARE facility and over Lake Ontario.
- In addition to partnering with NASA, NRC partnered with MIT Lincoln Lab, Federal Aviation Administration and National Oceanographic and Atmospheric Administration (NOAA) in sampling winter clouds over Lake Ontario.
- NRC has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Answered

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Trepanier, Sylvie

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 4:24 PM
To: Mackwood, Jeff; Baillie, Stewart
Subject: RE: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Yes, I had hoped they would supply the full text you approved, but they simply created lines from it. We have asked them to add more, but the answer is no.

Manya Chadwick
Communications
NRC - IAR / CNRC - IRA
Tel: (613) 991-5738

From: Mackwood, Jeff
Sent: March-01-12 4:22 PM
To: Baillie, Stewart; Chadwick, Manya
Subject: RE: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Sorry but this was Corporate Communications' final decision.

Jeff Mackwood
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<<mailto:jeff.mackwood@nrc.ca>>
<<http://www.NRCAerospace.com/>> / <<http://www.CNRCAerospatiale.com/>>

Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Baillie, Stewart
Sent: Thursday, March 01, 2012 4:20 PM
To: Mackwood, Jeff; Chadwick, Manya
Subject: RE: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR
Importance: High

How could this have gone forward with deleting the fact that our work is funded by the Canadian Space Agency??

Please try to ensure that CSA gets some acknowledgement. Thank you.

Stewart...
613 998 3071

From: Mackwood, Jeff
Sent: Thursday, March 01, 2012 3:51 PM
To: Baillie, Stewart
Subject: FW: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

FYI

Jeff Mackwood
Marketing Manager / Gestionnaire en marketing
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Institute for Aerospace Research / Institut de recherche aérospatiale
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Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Ward, Jonathan
Sent: Thursday, March 01, 2012 3:42 PM
To: Chadwick, Manya
Cc: Drouin, Charles; Morin, Carolan; Mackwood, Jeff
Subject: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Answered.

MEDIA

Tom Spears
Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurement snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurement looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

Answer:

- On Friday February 24, the National Research Council of Canada (NRC) Flight Research Laboratory complete work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow : over Ontario.
- To support this NASA study, NRC Integrated more than 20 scientific instruments (see attached picture) or aircraft, in collaboration with NASA and Environment Canada. Scientists from Environment Canada and graduate students from McGill participated in all of the flights.

- NRC conducted seven flights with its Convair-580 research airplane. Four of the flights were coordinated with the NASA DC-8, flying over the Environment Canada CARE facility and over Lake Ontario.
- In addition to partnering with NASA, NRC partnered with MIT Lincoln Lab, Federal Aviation Administration (US) and National Oceanographic and Atmospheric Administration (NOAA) in sampling winter clouds over Lake Erie.
- NRC has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Answered

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

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Jonathan.Ward@nrc-cnrc.gc.ca

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[And on YouTube](#) | [et sur YouTube](#)

Latreille, Diane

From: Trim, Katharine
Sent: March 1, 2012 4:31 PM
To: Ward, Jonathan
Subject: FW: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Importance: High

I need to see you.

Katharine Trim

Katharine.Trim@nrc-cnrc.gc.ca
T 613-993-1357 / F 613-952-9907

Director General / Directrice générale
NRC Communications and Corporate Relations Branch
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www.nrc-cnrc.gc.ca

From: Baillie, Stewart
Sent: March 1, 2012 4:28 PM
To: Trim, Katharine
Subject: FW: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR
Importance: High

Kathy

Overall the material that I had approved was what I had hoped would be released to the press. The material below has one flaw that should be rectified: Our work was funded by CSA. This was mentioned in the first paragraph, thir the original material.

Mention of those who support our work is fundamental to building flourishing relationships. Leaving it out unifo creates problems.

Please try to contact the reporter and add this valuable information.

Stewart...
613 998 3071

From: Mackwood, Jeff
Sent: Thursday, March 01, 2012 3:51 PM
To: Baillie, Stewart
Subject: FW: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

FYI

Jeff Mackwood
Marketing Manager / Gestionnaire en marketing

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<<http://www.NRCAerospace.com/>> / <<http://www.CNRCAerospatiale.com/>>

Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Ward, Jonathan

Sent: Thursday, March 01, 2012 3:42 PM

To: Chadwick, Many

Cc: Drouin, Charles; Morin, Carolan; Mackwood, Jeff

Subject: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Answered.

MEDIA

Tom Spears

Ottawa Citizen

tspears@ottawacitizen.com

613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurements of snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurements. I'm looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

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- NRC has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Answered

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Latreille, Diane

From: Trim, Katharine
Sent: March 1, 2012 4:36 PM
To: Baillie, Stewart
Subject: RE: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

We sent the information to the reporter.

Katharine Trim

Katharine.Trim@nrc-cnrc.gc.ca
T 613-993-1357 / F 613-952-9907

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From: Baillie, Stewart
Sent: March 1, 2012 4:28 PM
To: Trim, Katharine
Subject: FW: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR
Importance: High

Kathy

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Please try to contact the reporter and add this valuable information.

Stewart...

613 998 3071

From: Mackwood, Jeff
Sent: Thursday, March 01, 2012 3:51 PM
To: Baillie, Stewart
Subject: FW: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

FYI

Jeff Mackwood
Marketing Manager / Gestionnaire en marketing
National Research Council Canada / Conseil national de recherches Canada
Institute for Aerospace Research / Institut de recherche aérospatiale

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Technology that delivers a clear advantage / Une technologie qui fournit un avantage marque

From: Ward, Jonathan

Sent: Thursday, March 01, 2012 3:42 PM

To: Chadwick, Many

Cc: Drouin, Charles; Morin, Carolan; Mackwood, Jeff

Subject: Appel Media Call - ANSWERED - Ottawa Citizen re: NASA project with IAR

Answered.

MEDIA

Tom Spears

Ottawa Citizen

tspears@ottawacitizen.com

613-596-3700

INFO

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- NRC has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Answered

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Ward, Jonathan

From: Spears, Tom (ott) [tspears@ottawacitizen.com]
Sent: March-02-12 9:47 AM
To: Ward, Jonathan
Subject: RE: NRC-NASA collab

Thanks, but when NRC won't speak to me I can't guarantee to write the story the way you want it.

From: Ward, Jonathan [mailto:Jonathan.Ward@nrc-cnrc.gc.ca]
Sent: Thursday, March 01, 2012 4:38 PM
To: Spears, Tom (ott)
Subject: RE: NRC-NASA collab

Hi Tom,

Just a quick follow-up to the information provided below.

Our researchers involved in this project want to emphasize that funding for it was provided by the Canadian Space Agency (CSA).

Cheers,
Jon

From: Ward, Jonathan
Sent: March-01-12 3:10 PM
To: 'tspears@ottawacitizen.com'
Subject: NRC-NASA collab

Hi Tom,

Apologies for the tardy reply, but here's the information that we've put together for you. If you choose to use the attached picture, please credit to "National Research Council of Canada".

- On Friday February 24, the National Research Council of Canada (NRC) Flight Research Laboratory completed work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow : over Ontario.
- To support this NASA study, NRC integrated more than 20 scientific instruments (see attached picture) on aircraft, in collaboration with NASA and Environment Canada. Scientists from Environment Canada and graduate students from McGill participated in all of the flights.
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- NRC has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations.

Cheers,
Jon

Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Trepanier, Sylvie

From: Chadwick, Manya
Sent: Friday, March 02, 2012 9:58 AM
To: Mackwood, Jeff; Ward, Jonathan; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Thanks Jeff.

NRC is mentioned only in the last para, but with no mention of our science contribution.

Manya Chadwick
Communications
NRC - IAR / CNRC - IRA
Tel: (613) 991-5738

From: Mackwood, Jeff
Sent: March-02-12 8:12 AM
To: Ward, Jonathan; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Tom Spear's article appeared in today's *Citizen* – page 6.

Here's the online version which, near as I can tell, is identical to the print version.

<http://www.ottawacitizen.com/technology/NASA+latest+destination+southern+Ontario+hamlet/6237144/story.html>

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<<http://www.NRCAerospace.com/>> / <<http://www.CNRCAerospatiale.com/>>

Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Mackwood, Jeff
Sent: Thursday, March 01, 2012 2:45 PM
To: Ward, Jonathan; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Folks: do whatever you think is best, but based on my experience in dealing with the media, what Manya first proposed, and what Stewart approved, is by far the better content to release.

'Nuff said.

Jeff Mackwood
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Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Ward, Jonathan
Sent: Thursday, March 01, 2012 2:43 PM
To: Mackwood, Jeff; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Hi Manya,

I didn't include those points from your original email because the first is too technical, and for the second point, we don't want to speculate about what the research might or could do in the future.

Cheers,
Jon

From: Mackwood, Jeff
Sent: March-01-12 2:36 PM
To: Chadwick, Manya; Trim, Katharine; Ward, Jonathan
Subject: RE: Response to Media Call re: NASA project with IAR

Wasn't suggesting we not send him the lines right away. Just that we might also be able to offer an interview.

Your call.

Jeff Mackwood
Marketing Manager / Gestionnaire en marketing
National Research Council Canada / Conseil national de recherches Canada
Institute for Aerospace Research / Institut de recherche aérospatiale
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<<http://www.NRCAerospace.com/>> / <<http://www.CNRCAerospatiale.com/>>

Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Chadwick, Manya
Sent: Thursday, March 01, 2012 2:25 PM

To: Trim, Katharine; Mackwood, Jeff; Ward, Jonathan
Subject: RE: Response to Media Call re: NASA project with IAR

If Tom Spears writes for laymen, his readers might want to know why this type of study is important. It has something to do with space-borne radar systems.

Here are the bullets that cover the reason for this research:

- NRC was to collect and analyze unique ground and airborne in-situ and radar datasets that will be used to characterize the radar signatures of glaciated and mixed-phase clouds.
- The outcome of this research will be directly relevant to science and technology issues of future space-borne radar systems that will be focused on characterizations of mid- and high-latitude cloud and precipitation systems.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Trim, Katharine
Sent: March-01-12 2:10 PM
To: Mackwood, Jeff; Chadwick, Manya; Ward, Jonathan
Cc: Drouin, Charles; Komorowski, Jerzy; Potter, Ian; Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

Jeff, he's running on a tight deadline today, so I would like to get the lines back to him quickly.

Katharine Trim

Katharine.Trim@nrc-cnrc.gc.ca
T 613-993-1357 / F 613-952-9907

Director General / Directrice générale
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From: Mackwood, Jeff
Sent: March 1, 2012 2:02 PM
To: Chadwick, Manya; Ward, Jonathan
Cc: Trim, Katharine; Drouin, Charles; Komorowski, Jerzy; Potter, Ian; Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

We should also offer the possibility of an interview, assuming we have someone available (Stewart?)

It's a great way to get additional lines of coverage, and to lessen the chance that the reporter will misinterpret (or randomly expand upon) the "lines" that we provide him. The story then becomes more about us (and our Canadian partners), rather than NASA.

Tom Spears is a pretty good reporter and we've been treated ok by him in the past.

Jeff Mackwood

Marketing Manager / Gestionnaire en marketing

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Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

From: Chadwick, Many

Sent: Thursday, March 01, 2012 12:03 PM

To: Ward, Jonathan

Cc: Trim, Katharine; Drouin, Charles; Komorowski, Jerzy; Potter, Ian; Mackwood, Jeff; Baillie, Stewart

Subject: Response to Media Call re: NASA project with IAR

Jon,

I have obtained Stewart Baillie's approval to release the following info and photo to the journalist. Kathy says she would like to review these lines before you release them.

Canada's National Research Council (NRC) has been conducting airborne atmospheric research projects for more than 20 years in collaboration with universities, government, and other scientific organizations. On Friday March 24, the NRC Flight Research Laboratory completed its work for NASA's Global Precipitation Measurement Cold-Season Precipitation Experiment (GCPEX) snow study over Ontario, Canada. NRC work in this project was funded by the Canadian Space Agency.

Three aircraft (NASA's DC-8, University of North Dakota's Citation and the NRC's Convair-580) were coordinated in missions to sample winter clouds over Environment Canada's Centre for Atmospheric Research Experiment (CARE) located at Egbert, Ontario.

To support this NASA study, NRC

- integrated more than 20 scientific instruments (see attached picture) on the aircraft, in collaboration with Environment Canada. Scientists from Environment Canada and graduate students from McGill participated in all of the flights.
- conducted seven flights with its Convair-580 research airplane. Four of the flights were coordinated with NASA DC-8, flying over the Environment Canada CARE facility and over Lake Ontario.
- In addition to partnering with NASA, NRC partnered with MIT Lincoln Lab, Federal Aviation Administration and National Oceanographic and Atmospheric Administration (NOAA) in sampling winter clouds over Lake Ontario.

Background

- The mission of the NRC Convair-580 research aircraft was to collect and analyze unique ground and airborne radar datasets that will be used to characterize multi-frequency (C, W, X, Ku, Ka) and multi-polarization (Doppler, and Polarimetric) radar signatures of glaciated and mixed-phase clouds.

- The outcome of this research will be directly relevant to science and technology issues of future space-borne radar systems that will be focused on characterizations of mid- and high-latitude cloud and precipitation systems.
- The Canadian consortium of the GCPEX research includes NRC, Environment Canada, McGill University and the University of Manitoba.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Ward, Jonathan
Sent: March-01-12 10:48 AM
To: Chadwick, Manya; Trim, Katharine
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

ATIA - 21(1)(a)

Hi Manya,

The journalist's question was copied pretty much verbatim in my original email. I'm sure he realizes the project's findings won't be available for a while – he's only after how NRC was involved in the project [REDACTED]
[REDACTED]

Jon

From: Chadwick, Manya
Sent: March-01-12 10:45 AM
To: Trim, Katharine; Ward, Jonathan
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Jon and Kathy,
I have picked up some background on our involvement [REDACTED]
[REDACTED]

What exactly are the journalist's questions? If it is simply "What is NRC's involvement in this project?" then I have. If the journalist wants info on the findings (article mentions measurements of microphysical properties of raindrop snowflakes), then that info probably won't be available for a while.

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Trim, Katharine
Sent: March-01-12 10:06 AM
To: Ward, Jonathan; Chadwick, Many
Cc: Drouin, Charles; Morin, Carolan; Potter, Ian; Komorowski, Jerzy
Subject: RE: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

I am not convinced we need an interview. A few lines on our involvement are fine. Please let me see them first. Thanks

Katharine Trim

Katharine.Trim@nrc-cnrc.gc.ca
T 613-993-1357 / F 613-952-9907

Director General / Directrice générale
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Ottawa, Ontario K1A 0R6
www.nrc-cnrc.gc.ca

From: Ward, Jonathan
Sent: March 1, 2012 9:43 AM
To: Chadwick, Many
Cc: Drouin, Charles; Morin, Carolan
Subject: Appel Media Call - RECEIVED - Ottawa Citizen re: NASA project with IAR

Received.

MEDIA

Tom Spears
Ottawa Citizen
tspears@ottawacitizen.com
613-596-3700

INFO

Call received by Jon Ward at 9:30am on Thursday, March 1, 2012.

Question:

I've read that a NASA mission in Southern Ontario ended yesterday, where they had aircraft taking measurement snow. It also mentioned that NRC was involved using one of its Convair aircraft to assist with these measurement looking for someone to speak to this quickly – I already have most of my story, I'd just like to get a feel for NRC's involvement in the project.

Proposed answer:

NRC will attempt to set up an interview with someone from IAR.

Deadline: Thursday, March 1, 2012 (TODAY ASAP)

Status: Pending

Publication Date: Friday, March 2, 2012

Expected Tone: Positive/informative

Contact: Manya Chadwick, IAR

Jonathan Ward

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[And on YouTube](#) | [et sur YouTube](#)

Ward, Jonathan

From: Ward, Jonathan
Sent: March-02-12 12:18 PM
To: Drouin, Charles
Subject: FW: Response to Media Call re: NASA project with IAR

FYI

ATIA - 21(1)(c)

From: Chadwick, Manya
Sent: March-02-12 10:55 AM
To: Mackwood, Jeff; Ward, Jonathan; Trim, Katharine
Cc: Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

ATIA - 20(1)(b)

ATIA - 20(1)(d)

Manya Chadwick
Communications
NRC - IAR /CNRC - IRA
Tel: (613) 991-5738

From: Mackwood, Jeff
Sent: March-02-12 10:31 AM
To: Chadwick, Manya; Ward, Jonathan; Trim, Katharine
Cc: Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

This would be entirely Stewart's call, but I think it would be a good idea to offer Tom Spears a visit to U61 and a tour of our "smaller" Convair 580 - not with respect to this story, but with the hopes that he could be interested in doing a detailed feature article on this great capability / facility / people that reside right here in Ottawa.

From: Chadwick, Manya
Sent: Friday, March 02, 2012 9:57 AM
To: Mackwood, Jeff; Ward, Jonathan; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Thanks Jeff.

NRC is mentioned only in the last para, but with no mention of our science contribution.

Manya Chadwick
Communications
NRC - IAR / CNRC - IRA
Tel: (613) 991-5738

From: Mackwood, Jeff
Sent: March-02-12 8:12 AM
To: Ward, Jonathan; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

Tom Spear's article appeared in today's *Citizen* – page 6.

Here's the online version which, near as I can tell, is identical to the print version.

<http://www.ottawacitizen.com/technology/NASA+latest+destination+southern+Ontario+hamlet/6237144/story.html>

Jeff Mackwood
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Technology that delivers a clear advantage / Une technologie qui fournit un avantage marqué

Drouin, Charles

From: Drouin, Charles
Sent: March-02-12 2:14 PM
To: Chadwick, Manya
Cc: Ward, Jonathan
Subject: RE: Response to Media Call re: NASA project with IAR

ATIA - 20(1)(b)

ATIA - 20(1)(d)

ATIA - 21(1)(c)

Bonjour Manya,

With regards to the article, as the reporter had mentioned when he approached us, he had completed most of his story and wanted to confirm NRC's involvement in the project. That's what we did.

As for the U61 visit and tour of your facilities/planes, that's a great idea which we had discussed previously as part of IAR 60th celebration, but which would now be done separately. We'd do this tour with a variety of reporters from broadcast and print media and offer spokespeople. A good time for this would be next summer.

[REDACTED]
[REDACTED] However, we need your help in drafting media lines and a backgrounder on the subject. This is a good story as well.

Charles.

Charles Drouin
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From: Chadwick, Manya
Sent: March-02-12 10:55 AM
To: Mackwood, Jeff; Ward, Jonathan; Trim, Katharine
Cc: Baillie, Stewart
Subject: RE: Response to Media Call re: NASA project with IAR

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Tel: (613) 991-5738

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Cc: Baillie, Stewart
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Sent: Friday, March 02, 2012 9:57 AM
To: Mackwood, Jeff; Ward, Jonathan; Trim, Katharine
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Thanks Jeff.

NRC is mentioned only in the last para, but with no mention of our science contribution.

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Tel: (613) 991-5738

From: Mackwood, Jeff
Sent: March-02-12 8:12 AM
To: Ward, Jonathan; Chadwick, Manya; Trim, Katharine
Subject: RE: Response to Media Call re: NASA project with IAR

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