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PROJECT SWIFTSURE: COMMUNICATIONS FOR DRES

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# DRES

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## CONTRACT REPORT 93-13

FINAL REPORT ON COMMUNICATION FOR DRES

PROJECT SWIFTSURE

Venture Group

Calgary

1993



DEFENCE RESEARCH ESTABLISHMENT SUFFIELD, RALSTON, ALBERTA

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Venture  
Final Report  
on Communications

for

**DRES**  
**Project Swiftsure**

10 March 1993

## TABLE OF CONTENTS

Executive Summary .....	1
Media Relations .....	6
Project Swiftsure — News Release Criteria .....	8
Decision Making Checklist .....	9
Criteria for Incidents Requiring A News Release .....	10
Communication When A News Release Not Required .....	10
Community Relations .....	12
Community Meetings .....	12
Citizens' Environmental Committee Members .....	14
Communications Tools .....	15
The Community Information Newsletter .....	15
Brochures .....	17
Photography .....	17
Video .....	18
Special Events and Highlights .....	19
Working Relationships .....	20
The Contract .....	23
Conclusion .....	24

## EXECUTIVE SUMMARY

50 // In February 1990, Defence Research Establishment Suffield (DRES) conducted public information meetings in Medicine Hat and district communities to review its plans for Project Swiftsure, the destruction of quantities of old chemical warfare agents, including nerve agents, mustard and lewisite. Much of this waste inventory had been stored at DRES since World War II; the plan was to burn mustard agent and other contaminated waste in an incinerator commissioned specifically for the purpose and to chemically neutralize the other agents.

Venture Corporate and Public Relations Ltd. was contracted by DRES to assist with the public communications component of the project which attracted much interest from the general public in surrounding communities and from the local and regional media. (|

From June 1990 to August 1992, Venture worked closely with DRES Project Swiftsure Manager, Dr. John McAndless. During this time we developed and implemented a communications strategy which involved conducting media relations and community relations, developing communications tools, planning and coordinating special events and helping to facilitate public meetings.

Venture assisted with positively addressing communications issues as they arose. Some key issues we identified and addressed were air monitoring in the communities, criteria for reporting any accidents involving chemical warfare agents during Project Swiftsure, and the need to provide other pertinent information to the public in a timely manner. We established strong, trustworthy relationships with DRES personnel, the

Citizens' Environmental Protection Committee (CEPC) and the many contractors working on the project. As a result, we received their cooperation during information exchanges and often assisted the various groups with communications advice.

We treated the project primarily as a local issue and planned our media relations strategy around this tactic. As a result, the Project Swiftsure story was kept primarily to local interest; however, there were times when a story captured wider regional and national interest. We developed a detailed list of local media contacts in Medicine Hat and the surrounding communities.

Most news releases were produced and distributed by Venture. We also kept an extensive media clippings file through monitoring newspapers and electronic media. As part of our assistance to Dr. McAndless, we helped him to prepare for media interviews by discussing the issues which reporters would most likely be interested.

The main communications tools used for communicating with the communities were public meetings, a community information newsletter and information brochures. During the course of Venture's involvement with Swiftsure, we attended over 40 public meetings, usually conducted by the CEPC.

The primary communications tool was a monthly community information newsletter. Through stories, interviews with key project personnel and photographs, the newsletter reported on the progress of Swiftsure. We also wrote, designed and produced various brochures; wrote and distributed many news releases. When a special information

request was made by a specific group, such as the Directors of Disaster Services from the local communities, Venture organized briefing sessions and tours of the Cameron Centre where the incineration equipment was housed. Accompanied by DRES personnel, we conducted many of these tours for members of the media, community leaders and DRES personnel. We also organized a trip for DRES and the CEPC to tour the Alberta Special Waste Treatment Centre located near Swan Hills, Alberta.

Venture participated in DRES' 50th Anniversary Open House in September 1991. We produced a series of 'picture story-boards' which gave a visual overview of the project; topics included the Project Swiftsure team, operations, CEPC meetings, military and office support, inventory of wastes, tours of the Cameron Centre, and the various sites before and after the clean-up. These story-boards have since been used for other presentations.

Venture used its video production expertise to edit several videos taken by DRES staff for the purpose of recording the field operations to produce a 20-minute video tape for the Open House.

From time to time, Venture also assisted the Citizens' Environmental Protection Committee (CEPC). This assistance was in the form of producing a CEPC brochure, preparing and distributing news releases, providing communications advice, producing The Citizens' Environmental Protection Committee Report and planning and coordinating special events such as tours and a barbecue held by the chairman.



In order to coordinate activities and information gathering, Venture worked with all the contractors hired for the project. We often cooperated in information exchanges for news releases, newsletters, photography and brochures.

Venture adopted a "hands-on" approach to our work which helped in understanding complex scientific and technical information and interpreting it for communication to the public. We worked with all primary contractors on the project, which included: Western Research (Calgary) which was responsible for an on-site laboratory; Chem-Security Ltd. (Calgary) which operated the waste disposal system and carried out the actual waste destruction operation; Rowan Williams Davies Irwin Inc. (Guelph); and Canadian Environmental Monitoring Ltd. (Calgary) which developed and conducted the air monitoring programme and Brian Stuckert, formerly of Calto Industries Inc. (Calgary), an independent technical consultant hired by DRES to consult to the CEPC.

Through interviewing personnel for the newsletter and assisting with media consulting over the sale of the incinerator system, we also assisted Supply and Services Canada (Edmonton) and Crown Assets Distribution Centre (Edmonton). On behalf of DRES we reviewed in advance any information these groups released about the project.

Venture was committed to the Swiftsure goal of getting the job done successfully. We went to great lengths to understand the processes and technologies of the project. We always went "to the source of information" — whether that meant suiting up in a NBCW agent suit to learn about field operations or interviewing various scientists and engineers for explanation about equipment and technological processes.

We worked very closely with Dr. McAndless and were in contact with him almost daily. We were able to discuss problems with him and to act as a trusted sounding board for ideas and activities.

CRAD's Project Swiftsure Director, Gene Belovich, has said that Project Swiftsure is a model project in every aspect — methodology, destruction technologies, environmental monitoring and public communications.

Venture feels the communication strategy which we planned and developed during the project was the correct one to use. Keeping the story as local as possible, providing timely information to the public and the media, and avoiding sensationalizing the project were key to a successful public communications programme.

Establishing trusting relationships with the various groups also proved to be a correct strategy. Without their trust our communication activities would have been met with suspicion and doubt. We are pleased that our approach to the public communications for Project Swiftsure has been successful and will become part of the model to be used again by DND. Venture is very proud to have been part of the Swiftsure team and to have worked on the unique environmental project that was Project Swiftsure.

## MEDIA RELATIONS

Consulting with DRES, Venture took the tactic that Project Swiftsure was primarily a local issue; we mainly concerned ourselves with the local media. Our approach was to keep the information exchanges between DRES and the CEPC and the media open and forthright. Although there were instances when some stories not generated by DRES received exposure in national newspapers and electronic media, most news releases were responded to only by local reporters. (It should be noted that the *Medicine Hat News* is owned by Southam Publishing and some stories were covered by other Southam newspapers such as the *Calgary Herald* and the *Edmonton Journal*.)

We established criteria for reporting incidents to the media. This protocol, which was approved by DRES and CEPC, was to be used if an on-site accident occurred. The deciding factor for media notification was if the incident involved chemical warfare agents as opposed to it being a conventional industrial incident.

Venture established a media list which was kept up-to-date throughout Project Swiftsure. We prepared news releases which were first approved by Dr. John McAndless and then distributed to the media by fax. We also kept an extensive media clippings file to help monitor newspaper coverage and subscribed to newspapers in the local communities — the *Medicine Hat News*, the *Brooks Bulletin*, the *Oyen Echo*, and the *Bow Valley Commentator*.

As well, Venture monitored all news reports and requested tapes of them from a media monitoring company. Project Swiftsure received interest and numerous mentions from electronic media, particularly regional radio. Besides the local media, *CBC Radio (Calgary)* held a keen interest in Project Swiftsure and regularly reported on its progress.

Media representatives usually from the *Medicine Hat News* were always in attendance at the CEPC meetings. The openness of the meetings ensured that project issues and progress were reported to the public on a regular and unbiased basis.

In our media relations counsel, it is not our practice to act as spokespeople on behalf of our clients. Sometimes Venture received telephone inquiries from a reporter, but we did not presume to speak for DRES or Project Swiftsure. We occasionally provided general information or clarified information; however most often we directed queries to Dr. McAndless who was DRES' primary spokesman for Project Swiftsure and very capable. We helped Dr. McAndless to prepare for media interviews by discussing the issues in which reporters would most likely be interested.

### **Project Swiftsure — News Release Criteria**

It is important to establish clearly understood decision making criteria to ensure that information about any incidents during the life of Project Swiftsure are properly communicated to the appropriate persons and agencies. Some of this has already been set out in the Emergency Response Plan Described in the Environmental Protection Plan (EPP) for the project. This document deals with incidents not covered by that plan.

There is potential uncertainty about when to issue news releases with respect to incidents involving employees of DRES, chem-Security or other contractors. In most industrial operations, news releases would only be issued in the case of a major emergency or an industrial accident involving a fatality. However, Project Swiftsure is a unique disposal project with much higher standards of public communication than would normally apply to an industrial operation. It is important that Project Swiftsure continue to meet that higher standard. It is also important that the public's confidence in the project not be undermined by premature or incomplete news report — particularly when all the facts are not always immediately available. It is also important to consider the severity of incidents and whether or not the presence of chemical agents was involved.

### Decision Making Checklist

1. Was there a specific "incident" involving an employee?
2. Was the employee in the presence of, or in close proximity to, chemical agent at the time of the incident?
3. If the answer to question #2 is "yes", did chemical agent monitors in the area indicate the presence of chemical agent?
4. Was the employee sent for medical observation?
5. Did the employee require medical treatment? On the Base?  
Off the Base?
6. Was the employee hospitalized?
7. If hospitalized, was this for observation or treatment?
8. If the answer to question #2 is "no", did the employee sustain any life threatening injury as a result of the incident?
9. Was a fatality involved?

### **Criteria for Incidents Requiring A News Release**

In order to ensure accuracy of information, DRES may require up to 72 hours to complete a preliminary investigation of the incident if there are any uncertainties about the answers to any of the questions listed above.

1. Any work-related fatality will require a news release after next of kin have been notified.
2. Any incident in which an employee is exposed to chemical agent and requires medical treatment for exposure to chemical agent will require a news release.
3. Any incident in which an employee requires treatment for symptoms of exposure to chemical agent, and it is not possible to eliminate exposure to chemical agent as a possible cause, will require a news release.

### **Communication When News Release Not Required**

Despite the absence of the requirement for a formal news release, it may still be appropriate to provide information on industrial accidents or other incidents to the Citizens' Environmental Protection committee (CEPC). Information will always be provided to the Committee through its Chairman or at regular CEPC meetings in the case of any incidents that require employees to be sent off the Base for medical observation or treatment because exposure to chemical agent was considered to be a possibility — even though the incident investigation may have ruled out chemical agent exposure as the cause. It is worth noting that DRES and its contractors will exercise maximum caution in providing medical observation and treatment if exposure to chemical agent is even a possibility.

**Project Swiftsure News Release — Recipient List**

**Medicine Hat News**  
3257 Dunmore Road S.E.  
PO Box 10  
Medicine Hat, Alberta T1A 7E6  
Attn: Louise Smith, City Editor  
Fax: 527-6029 Tel: 527-1101

**Lethbridge Herald**  
504-7th St. S.  
Lethbridge, Alberta T1J 3Z7  
Attn: Peter Scott, City Editor  
Fax: 328-4536 Tel: 328-4411

**Oyen Echo**  
Box 420  
Oyen, AB T0J 2J0  
Attn: Editor  
Fax: 664-3622 Tel: 664-3622

**Bow Island Commentator**  
PO Box 580  
Bow Island, Alberta T0K 0G0  
Attn: Editor  
Fax: 545-6886 Tel: 545-2258

**Brooks Bulletin**  
PO Box 1450  
Brooks, Alberta T0J 0J0  
Attn: Editor  
Fax: 362-5080 Tel: 362-5571

**CHAT Radio**  
PO Box 1270  
Medicine Hat, Alberta T1A 7H5  
Attn: Andrew Bryce  
Fax: 529-1292 Tel: 529-1270

**CJCY Radio**  
457 - 3rd Street S.E., 2nd Fl.  
Medicine Hat, Alberta T1A 0G8  
Attn: Kevin Anderson  
Fax: 527-5971 Tel: 529-1333

**CIBQ Brooks**  
316 1 Ave. W  
Box 180  
Brooks, AB T0J 0J0  
Attn: John Petriel, News Director  
Fax: 362-8168 Tel: 362-6000

**CHAT-TV**  
PO Box 1270  
Medicine Hat, Alberta T1A 7H5  
Attn: Andrew Bryce  
Fax: 529-1292 Tel: 548-3706

Harold Fieldberg, CEPC  
Bindloss, Alberta  
Fax: 379-3763 Tel: 379-3951

John McAndless, DRES  
Medicine Hat, Alberta  
Fax: 544-3388 Tel: 544-4635)

Captain Tollas, Director General  
Information  
Department of National Defence,  
Ottawa, Ontario  
1-613-992-3418



## COMMUNITY RELATIONS

The main communications tools used for communicating with communities were public meetings, usually conducted by the CEPC, a monthly community information newsletter, and information brochures. When a special information request was made by a specific group, such as the Directors of Disaster Services from the local districts, Venture organized briefing sessions and tours of the Cameron Centre where the incineration equipment was housed. At times we would place newspaper advertisements announcing special meetings or notices regarding the project.

### Community Meetings

Initially, Venture assisted DRES in organizing and conducting public meetings in the communities of Medicine Hat, Suffield/Ralston, and Empress/Buffalo. The format of public meetings was designed in three stages. An overall information session was followed by a workshop in which people formed small groups to discuss their concerns with DND or DRES personnel. Afterwards a general question and answer session was held to discuss and further clarify issues. The meetings addressed many public concerns such as potential environment and health hazards. Venture's role at these meetings was to act as moderator as well as recording secretary for the meetings. We tape recorded the meetings and provided a transcript of the minutes to DRES afterwards. We also kept a record of individuals attending the meetings.

After the initial public concerns were raised, DRES requested the formation of a citizens' group by various members of the public; as a result, the Citizens' Environmental Protection Committee was formed. Venture attended over 40 meetings, the majority of them being chaired by the CEPC. Most meetings were held in Medicine Hat, at the Medicine Hat College; some were held at Brooks, Redcliff and DRES.

Early in the project, in July 1990, Venture organized a trip for DRES and the CEPC members to tour the Alberta Special Waste Treatment Centre located near Swan Hills, Alberta, which is operated by CSL. The tour provided an opportunity for the CEPC to see an operations facility of a similar type, albeit permanent, and helped committee members understand the workings of equipment such as the rotary kiln and the emissions stack. It also provided a tangible example of a process similar to the one to be used for Swiftsure.

Although the regular meetings were conducted by the CEPC chairman, at times we acted in the role of facilitator and helped take minutes of meetings. We gained the confidence and trust of the CEPC members and assisted them with media communication and the production of brochures; we also produced their final CEPC Report.

CEPC meetings were always open to any member of the public including the media. When appropriate, we assisted with and facilitated media relations. On occasion we were requested by CSL, who always had a representative at the meetings, to provide advice about handling or responding to the media.

**Citizens' Environmental Committee Members**

Mr. Harold Fieldberg, Chairman  
PO Box 27  
Bindloss, AB  
T0J 0H0

Mr. Brian McNally  
36 First Street S.W.  
Medicine Hat, AB  
T1A 3Y8

Mr. Norm Bauer  
Box 55  
Hilda, AB  
T0J 1R0

Dr. Brian Lloyd  
419 Ross Glen Drive S.E.  
Medicine Hat, AB  
T1B 1Y4

Ms. Hazel Carlson  
225 Centre Street  
Brooks, AB  
T1R 0G6

Ms. Evelyn Tate  
40 Park Crescent N.W.  
Medicine Hat, AB  
T1A 6V8

Dr. E.R. Cowtan  
1519 - 11 Avenue N.E.  
Medicine Hat, AB  
T1A 6G7

Dr. John McAndless  
Defence Research Establishment  
Suffield  
PO Box 4000  
Medicine Hat, AB  
T1A 8K6

Ms. Dawn Dickinson  
10 Clover Court S.E.  
Medicine Hat, AB  
T1B 2G8

Ms. Veronica Swan  
309 - 2nd Street S.W.  
Medicine Hat, AB  
T1A 4B2

Ms. Nancy Tripp  
PO Box 914  
Medicine Hat, AB  
T1A 7G8

## COMMUNICATIONS TOOLS

### **The Community Information Newsletter**

The Project Swiftsure Community Information Newsletter was published on a monthly basis from November 1990 to December 1991, with the final one produced in September 1992. It was the primary printed communications vehicle for Project Swiftsure. A total of 15 issues were produced and were used to keep the public informed of project progress. Printed on recycled paper, the newsletter was produced by Venture and approved by Dr. McAndless before being printed by Venture and mailed by DRES. The format of the newsletter was four pages; it was printed in black and white and used black and white photos. The Project Swiftsure arrow logo was used in the masthead. The intent of the format of the newsletter was to look sincere, professional and environmentally conscious, not slick and glossy.

The content of the newsletter took on a pattern. The front page featured a current story about the project and was accompanied with a corresponding photo. The second page featured an interview with a key person working on the project either from DRES, one of the contractors such as CSL, from CFB Suffield or another government agency. The third page carried a photo-story usually containing five pictures depicting one theme. The last page covered short items such as scheduled CEPC meeting notices, a project progress report or other photos. The back page also contained a permanent space which stated the purpose of Project Swiftsure and promoted the toll-free telephone information service.

The challenge in preparing the newsletter was to interpret and communicate complex technical and scientific information in a way which would be clearly understood by the general public without sacrificing the integrity of processes such as the testing of the scrubber fluid or the neutralizing of the lewisite.

A valuable outcome of the newsletter was that, for the separate groups and contractors involved with Swiftsure, it created a sense of working together as a team during the project.

A number of people were interviewed such as personnel from DRES, the contractors, the military support areas and contractual assistance from Supply and Services Canada and Crown Assets Distribution Centre in Edmonton. Venture always asked people being featured to edit and approve their interview before it was published. This procedure not only ensured that the information was free of error, but gave the person a sense of control over what message he/she wanted to convey.

The newsletter was a means of keeping all stakeholders regularly informed. The mailing list, which Venture helped form, included citizens who attended the public meetings, city and town officials from southeastern Alberta, CRAD, DNDHQ, and the media. Dr. McAndless also took the newsletter, and other printed materials produced by Venture about Swiftsure, with him on various trips to the United Nations. As a member of the UN panel reviewing the chemical agent destruction program policy for Iraq, Dr. McAndless was able to positively present the Canadian way of handling chemical warfare destruction.

### **Brochures**

Two brochures were produced for the project. The first, titled "Hazardous waste materials incineration for Project Swiftsure", explained the incineration technology and process which was to be used by CSL.

The second brochure was produced as a result of a community alarm raised when the mobile air monitoring vehicle was seen monitoring in the communities. People thought that an "accident" had occurred. In response to this concern, Venture produced the "Air monitoring for Project Swiftsure" pamphlet. We also advertised in local newspapers to announce that the air monitoring truck would be in the area and invited people to speak with the air monitoring specialist should they have any questions. Through a general mail drop in outlying communities, we attempted to notify those people who may have not subscribed to the papers in which we advertised.

Venture also produced a brochure for the CEPC. The brochure described the Committee's mission, its history, stated its terms of reference and reported on the CEPC's activities and accomplishments. It also listed the names of the Committee members.

### **Photography**

An extensive photographic record of Project Swiftsure is now available for DRES and DND. A combination of Venture and DRES photography, the record begins with the siting and construction of the buildings and follows the project through CEPC meetings, captures operations such as the loading of the last box of mustard agent into the incinerator, and concludes with the dismantling of the equipment and the clean-up of the building.

A series of 'picture-story boards' was developed for display purposes. Initially done for DRES' 50th anniversary Open House, in September 1991, they have since been found useful for a variety of meetings and conferences. They were also used in a film, along with an interview with Dr. McAndless, by a Japanese film producer who was making a documentary for the UN on chemical agent destruction programs.

The picture-story boards covered subjects such as the Project Swiftsure team, operations, CEPC meetings, military and office support, inventory of wastes, tours of the Cameron Centre, and the various sites before and after the clean-up. Captions accompanied the photos.

#### **Video**

A number of videos taken by DRES staff for the purpose of recording the field operations were edited by Venture into a 20-minute tape. This video was used for DRES' 50th anniversary Open House display and was very well received by the public.

All photographic and video records are held by DRES at CFB Suffield.

## SPECIAL EVENTS AND HIGHLIGHTS

There were many special events and highlights of Project Swiftsure for Venture; some are noted below:

- DRES/CEPC Tour of the Swan Hills Alberta Special Waste Treatment Facility;
- Organizing public meetings in surrounding communities;
- Organizing and holding workshops for Committee members and other interested citizens to acquire technical knowledge of various aspects of the project and to review the Environmental Protection Plan;
- Organizing and holding three days of briefing sessions and tours of the Cameron Centre for community Disaster Services Representatives, city officials from southeastern Alberta and local media, (another tour was held later for DRES employees);
- Organizing and attending a special on-site display during DRES' 50th Anniversary Open House; in one day over 500 people visited our display;
- Designing a commemorative plaque for Project Swiftsure which was given by Dr. McAndless to the many people who participated in the project;
- Assisting the CEPC chairman in organizing a barbecue held for CEPC members, DRES personnel, contractors, and local city, provincial and federal government officials.



## WORKING RELATIONSHIPS

Project Swiftsure was a unique project which involved opponents and proponents from the public, the CEPC, contractors to execute the job and those who were responsible for ensuring that the job was done according to the satisfaction of the public. Under the guidance of Dr. McAndless, CEPC chairman Harold Fieldberg and independent CEPC technical consultant Brian Stuckert (formerly from Calto Industries Inc.), all parties managed to agree that they all were working towards the same goal. They succeeded in reaching it.

The potential for conflict and opposition was always evident and seemed to come in waves. Once one issue was resolved after discussion, another would arise not long after. For example, the demand by a CEPC member for in-stack testing for dioxins and furans in air emissions was an issue which took a great amount of discussion and time; when it was finally resolved, the meetings seemed to become more progressive. Soon after, the canister from a gas mask worn by a CSL employee fell off while he was working. The worker reported irritation to the eyes and suspected chemical agent to be the cause. Although he was examined by doctors both at CFB Suffield and the Medicine Hat Regional Hospital and was found not to have incurred any chemical agent burn, the incident caused much concern among CEPC members and the media. Such was the nature of Swiftsure. Even up to the very end of the project there were complications during the selling of the equipment which created controversy throughout the province of Alberta.

One of Venture's roles was to become familiar with and understand the agendas of the groups involved and their concerns. We tried to remain as neutral as possible and advised the various groups accordingly when advice was sought.

As time lapsed, the conflict, uncertainty and doubts were greatly diminished through the public communications strategies used. The more information which was made available to the public through brochures, newsletters, tours and briefings, the more accepting the public became of the project.

After attending an information briefing session and tour of the Cameron Centre, Mayor Ted Grimm of Medicine Hat was quoted 1 February 1991 in the *Medicine Hat News* as saying, "I thought it was excellent right from the beginning," he said. "I thought the process was open. I can say to the people of Medicine Hat that they can feel secure," he said.

Interviewing the variety of key people for the newsletter and providing credible information helped to build an understanding and sense of trust for Venture among the stakeholders. Although we were actually employed by DRES, we became a source of services that CEPC members and contractors felt they could rely on for advice regarding media or for preparing and distributing a news release.

Venture consultants formed a very committed team and went to great lengths to understand the processes and technology of the project. One consultant took training in a NBCW agent suit in order to experience and develop a clearer understanding of the workers' environment and to

go out into the field for photographing the field operations. We also wore light protective equipment when inspecting the cleared sites at the end of the project.

We always went "to the source for information". This often meant speaking with various scientists and engineers, and taking the time to have them explain equipment and technological processes.

A very close working relationship was developed with the Project Manager, Dr. John McAndless; daily telephone conversations with him were the norm. We often acted as a sounding board for Dr. McAndless to discuss problems which were presented to him. Through this relationship, Dr. McAndless and Venture formed a dynamic team which worked creatively and successfully towards the conclusion of the project.

## THE CONTRACT

Venture began the first contract beginning in June 1990 was completed December 1991. The initial contract was for \$150,000. Another contract for approximately \$27,000 was issued to Venture in February 1992, to provide on-going public relations services until the equipment had been dismantled and removed from the site. This contract was completed in August 1992.

## CONCLUSION

In the opinion of Project Swiftsure Director Gene Belovich from CRAD "... Project Swiftsure is a model for future projects. ... He [Dr. McAndless] has established an open door policy for the project and given it credibility through many hours of facilitating open communications." Indeed, it became a model project in every aspect — methodology, destruction technologies, environmental monitoring and public communications.

In retrospect, we feel the communication strategy we planned and developed over the course of the project was the correct one to use. Keeping the story as local as possible, providing timely information to the public and the media, and avoiding sensationalizing the project were key to a successful public communications program.

Establishing trusting relationships with the various groups also proved to have been a correct strategy. Without their trust our communication activities could have been met with suspicion and doubt.

We are pleased that our approach to the public communications for Project Swiftsure was successful and will become part of the model to be used again by DND for other such projects.

Venture is very proud to have been part of the Swiftsure team and to have worked on a unique environmental project such as Project Swiftsure.

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