

use of the institution, high-profile inmates, uses for segregation cells, and staff personal feelings towards the closure. Media personnel asked a lot of questions.

Television media personnel required more time than radio or print reporters for stand-ups and sign-offs, including time required for a number of retakes. Television media personnel and some photographers were often asked politely to move along with the tour. At times communications staff asked multiple times that reporters move along. They were informed during the tour that public tours would be by shortly. At times, reporters left their groups to take phone calls while inside the institution. In these cases, communications staff guided media personnel to locations with phone reception. Media sometimes asked to view parts of the institution without the group or in one case to interview a communications staff member, which were accommodated (What parts? The same as the public tours, right? It's just they wanted more footage?)

All reporters were provided the contact information (business cards) for NHQ Media Relations in case they had any additional questions. The media tour finished just as the public tours arrived past the PFV area. Communications staff asked politely that reporter refrain from filming or talking to members of the public tours. One media team film the backs of a public tour group!

Media thanked communications staff for the opportunity to visit the institution and seemed genuinely grateful to have the opportunity to tour.

After the tour, CSC communications staff sent a package by email to attending media with the backgrounder of the closure and a historical overview backgrounder.

Resulting Media Coverage:

Resulting media coverage was positive. Focus was on the actual closure of the institution and speculation of what will happen to the facility, on high profile inmates and institutional history. Focused on historical and operational aspects! Generally clips and quotes from Jay Pyke and Dave St-Onge! Even in resulting coverage, media appeared to be grateful for the chance to tour KP. Following the media tour, we noticed a decrease in the number of media requests to visit and film at KP!

Best practices:

- **Being prepared and well-versed in communication products**

CSC communications (both NHQ and RHQ) prepared for the media tour with a backgrounder of the closure, a historical overview backgrounder, media lines, media tour route and stops, and a proposal, which were approved Thursday, Oct. 10, 2013. (If said here, can we remove from up top?) Tour guides and communications staff were well-versed in messages (knowledgeable, well prepared) and the tour route in advance.

- **Moving the tour in a timely manner**

Although there was room for improvement, communications staff and tour guides moved the media along the tour route in a timely enough manner that there was minimal chance of meeting between media personnel and the general public tours. The two groups only met shortly at the end of the media tours on the inside of the front gates. (can we combine this with what's on top? It will shorten the text and reduce duplication)

Dividing media into two groups with a mix of both television and radio/print reporters during the tour of ranges proved positive. As expected, television media personnel required more time on the tour than personnel from other media types. However, to speed up the tour it was decided the groups would not be divided.

- **Met communications strategy objectives (though there should be additional objectives specific to media tours)**

Objectives of the communications strategy of KP closure were:

Objective 1: Emphasize the important contribution of employees who have worked at KP, the Regional Treatment Centre (RTC) and Leclerc Institution.

Objective 2: Pay tribute to the history of these institutions (52 years for Leclerc, 178 years for KP/RTC).

Objective 3: Reinforce the degree to which CSC recognizes the significance KP, the Regional Treatment Centre and Leclerc Institution has for employees.

These objectives were certainly met with tour guides providing information on recognizing the history and work of former staff. [REDACTED]

Challenges and Possible Solutions: (We need to discuss this section)

Please note that the event was truly a success due to the hard work of tour guides and communications staff. These are a few challenges (lessons learned or take aways) that could be addressed for future opportunities to plan and manage media events.

- **Defined goals for future evaluation of event**

Communications produced a communications strategy for the closure of KP (not specific to the media tour) in August 2013 and a proposal for the media tour in the days leading up to the proposed date of the media tour. However, products did not specify the goals of the media tour event specifically, and what indicators would show we reached these goals. Lack of such goals makes evaluation of the event more of a challenge.

Possible solution: A detailed communications strategy for media events, including goals and how we can establish they have been reached, as well as what is expected of staff and media and specific timelines.

- **Last-minute production and approval of products**

Media tour products were not finalized and approved until the day before the tour (and in the case of one document, right as the tour was starting). This delay included the distribution of the media advisory.

Possible solution: Defined goals and timelines for deliverables would assist as well as preparations starting sooner and progress assessments along the way.

- **Defined day-of timelines or direction**

Media personnel took more time than public tours to tour the institution (for the same tour?). Communications staff asked multiple times for media personnel to move along in the tour. Media personnel required the time to film stand-ups and scrummed tour guides at each tour stop.

There were concerns media personnel would be overtaken in the route by the first public tour of the day.

Media came in contact with the beginning of public tours just as the media tour left the facility. During the tour, reporters may have felt rushed, though no one explicitly expressed this. (Aware of one)

Possible solution: Either more time for media as they take more time to film, photograph and have more questions than the public.

Alternatively (or also) provide more detailed timelines (and keep the tour moving) and expressing these timelines and expectations of media personnel before the start of the tour. Also, ensuring expectations of timelines and length of questioning are communicated and understood by tour guides and communications staff.

- **Managing media personnel separating from tour**

Often, media personnel either left the group to film or photograph a short distance away, or left the group to talk on cellphones, or were provided interviews separate from the group. Communications staff followed media personnel who left the group to ensure they would not be left behind. There were enough communications staff to handle these cases, however some media personnel could have been viewed as being provided special privileges and access as their requests to film elsewhere or film a staff interview were accommodated.

Possible solution: Again, define timelines and expectations from media and express them to media before the tour. Also define timelines and expectations CSC communications staff and tour guides.