

August 16, 2013

COMMUNICATION PLAN

The closure of Leclerc Institution and Kingston Penitentiary / Regional Treatment Centre

ISSUE/BACKGROUND

On April 19, 2012, the Government of Canada announced the closure of two Correctional Service of Canada (CSC) institutional sites located at Kingston Penitentiary (including the Regional Treatment Centre) and Leclerc Institution. With these closures, the planned savings are \$120 M per year.

These institutions will close on September 30, 2013, with all offenders transferred to other CSC facilities. The relocation process for staff is currently ongoing. As outlined in the original 2012 announcement, these institutions will be fully decommissioned by 2014-2015.

COMMUNICATIONS OBJECTIVES

- Emphasize the important contribution of employees who have worked at Kingston Penitentiary (KP), the Regional Treatment Centre (RTC) and Leclerc Institution.
- Pay tribute to the history of these institutions (52 years for Leclerc, 178 years for KP/RTC).
- Reinforce the degree to which CSC recognizes the significance Kingston Penitentiary, the Regional Treatment Centre and Leclerc Institution has for employees.

TARGET AUDIENCES

Leclerc

Internal (no external activities planned)

- Current Leclerc Institution staff members
- Former and retired Leclerc Institution employees
- Unions
- CSC senior management
- CSC staff from Quebec Region

Kingston Penitentiary

Internal

- Current KP employees
- Former and retired KP employees
- Unions
- CSC senior management
- CSC staff from Ontario Region

External

- General public
- Media
- Community partners, including the Ontario Region Citizens Advisory Committee and Regional Victims Advisory Chair
- Elected representatives (federal, provincial and municipal)

STRATEGIC CONSIDERATIONS

- Kingston Penitentiary (established in 1835) and Leclerc Institution (established in 1962) are sites of important historical events. Due to these institutions' long-standing history with Canada's correctional system and status within their respective communities, commemorative activities are important to recognize their history and mark their legacy.
- Staff recognition is a key consideration in the planning of events and communication activities surrounding the closures.
- Since the April 2012 announcement of these closures, public, media, parliamentarians and other stakeholder reactions have generally been negative or critical. Public interest and media coverage was significant at the time of the announcement but interest in the closures has remained fairly steady since that time.
- All offenders from KP / RTC and Leclerc are scheduled to be transferred to other institutions by September 30, 2013. However, the units at Bath Institution will not be ready in time to accommodate some of the offenders from the RTC. Therefore, the interim plan is to relocate some offenders temporarily at Collins Bay Institution (CBI). The Inmate Committee at CBI and a local MP have expressed concerns.
- The new Portsmouth Community Correctional Centre (CCC) is slated for opening on the grounds of Collins Bay Institution in the same general timeframe.
- It is possible with a large public event that groups may take this opportunity to voice concerns or discontent, steps should be taken to try to mitigate this from interfering with the events taking place to commemorate the KP site.
- The closure of these institutions may coincide with the implementation of five offender accountability measures early this fall. Regulatory amendments to the CCRR/CCRA are also expected this fall.
- Media, community partners and internal audiences will likely ask about the future use of KP and Leclerc. Communications messages will be developed in advance to be able to respond.
- Ceremonies at KP and Leclerc will meet the requirements of the CSC ceremonial protocol.

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COMMUNICATIONS / MEDIA APPROACH

Both national and regional communication products are recommended. The latter are listed in the activities sections for each Leclerc and KP. The national products proposed are:

- Commissioner's message: **On October 1 (TBC)**
- Articles in *This Week at CSC (week of September 30)* and *Let's Talk Express (featured on the institutions in November)*
- National News Release **On October 1 (TBC)**
- National Media Advisory (for KP since local and national media are proposed in the activities plan) **On September 29 (TBC)**
- Media Lines/Key messages to be **finalised by September 16 (TBC)**
- Speech for the Commissioner – **finalised by September 25 (TBC)**
- B-Roll/video (for media and internal purposes) (TBC)

MEDIA APPROACH

Leclerc Institution

Event and activities are open to staff upon invitation only. As there will be no external participants, there will be no media spokesperson on site at any of the events, including the closing ceremony at Leclerc. However, Regional Communications will be present to coordinate and host the ceremony. Should media or other parties present themselves on site, Regional Communications will be the point of contact to inform them of the appropriate process to make requests.

Proactive media lines will be prepared. However, the recommended approach for responding to would be a reactive one, addressing each media request as CSC receives them. This approach is also meant to keep events staff-focused, while making information available for the inquiring media and public.

There will be no media availability or interviews at any of the events. All media requests will be coordinated by NHQ, in collaboration with Quebec regional communications colleagues. Each request will be assessed on a case-by-case basis, to determine the most appropriate spokesperson (NHQ or RHQ or possibly the Minister).

Kingston Penitentiary/Regional Treatment Centre

The strategic media approach would be both proactive and reactive. Proactively, media lines would be prepared in advance and spokespersons would be identified. Media coaching prior to interviews is recommended. Portions of the closing ceremony could be open to media, such as the delivery of speeches, as well as specific time allotments for media interviews with designated spokespersons. Photo opportunities could also be scheduled with speakers and inside the institution in designated areas (ex. empty cells, common area). As would be noted in the media advisory, media would be required to register for these interviews in advance of the event.

Communications representatives from Ontario region would be on site. It is recommended that two NHQ Media Relations representative be on site to provide additional support, as the subject of institutional closures has always been closely coordinated at the national level. Furthermore, following the event, media requests would be processed according to the usual protocol. They would be addressed reactively on a case-by-case basis (as for Leclerc) to determine how best to respond.

PROPOSED ACTIVITIES

Kingston Penitentiary and Regional Treatment Centre Closing Activities

Events and communications products	Target audiences	Date/Time and Location	Costs
<p>Activity #1 - Official Closing Ceremony The ceremony will be led by Commissioner, Don Head, and Regional Deputy Commissioner, Lori MacDonald, and include a number of VIPs/dignitaries and stakeholders, along with senior CSC personnel, KP and RTC staff members and former Wardens and Executive Directors. To commemorate this event publicly, several local and national media outlets would be invited to attend and report on the closure ceremony. RHQ Communications will work directly with these media outlets to organize what is to be expected a high volume of media and interview requests. RHQ communications will also work with NHQ Media Relations to ensure proper key messaging and protocol is followed.</p> <p>The commemorative event will be formal in nature, much along the lines of the 175th Anniversary of KP event and our formal Change of Command Ceremonies. EXCOM members will be in attendance in formal dress uniform. Members of the Honour Guard and Pipes and Drummers will attend to open and close the ceremony. There will be formal speeches from the Commissioner, the Regional Deputy Commissioner, Kingston Penitentiary Warden and the RTC Executive Director. A speech given on the history of KP will also be considered, potentially delivered by Museum Curator Mr. David St. Onge.</p> <p>As this is the closure of an institution, and as similar to the Change of Command Ceremony, there should be a symbolic key ceremony, where the Warden hands the key to either the Regional Deputy Commissioner or the Commissioner to signify the closure of the institution.</p>	<p>Internal and external audiences</p>	<p>This ceremony would take place on October 1, 2013 (time TBD).</p> <p>The Commissioner's schedule currently allows for participation at an event held on October 1.</p>	<p>Estimated Cost: Brochure/Booklet -\$5,000.00 Hospitality - \$1,500.00 Travel Status for Honour Guard and Pipes and Drums \$2,500.00 Chairs/Program -\$1,500.00 Total - \$10,500.00</p> <p>It is expected that a formal hospitality request will be submitted for the following: coffee, tea, water, cake and fruit.</p>

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Events and communications products	Target audiences	Date/Time and Location	Costs
<p>There will also be an opportunity for media to speak to designated spokespersons, potentially the Commissioner, Regional Deputy Commissioner, Warden and Executive Director, and possibly the Museum Curator and/or the Communications Director or Manager. Similar to the 175th commemoration, dignitaries, stakeholders and media would be given a guided tour of the Institutions with the help of staff volunteers, the Museum and volunteers from the Friends of the Penitentiary Museum group.</p> <p>Similar to the closure of Prison for Women, a brochure/booklet would be provided to ceremony attendees and the media. This would be an update to the KP 175th booklet completed in 2010.</p>			
<p>Activity #2 - Local Staff Assembly and Event Both KP and RTC would have their own recognition event for staff that would be informal in nature and held on separate days to ensure that each site would have the time and space to recognize the importance of closing these penitentiaries. The informal ceremonies would include an assembly for staff, to be conducted in the gymnasium of each site.</p> <p>The Honour Guard and Pipes and Drums will be present to provide an opening and closing atmosphere to the assemblies, as well as significance to each event. KP and RTC, in conjunction with Regional Headquarters, will request and work with Ontario Region institutions to ensure members of the Honour Guard and the Pipes and Drummers are available for each assembly. Each event would recognize staff through speeches and the presentation of a memento to each staff member who currently work at KP and RTC, as well as staff members who worked at each site the day the closure of the institutions were announced.</p>	<p>Staff and staff families</p>	<p>The events would begin starting the week of September 23, 2013, following the departure of the last inmate from each site and end by September 30, 2013 to ensure staff members have an opportunity to be recognized before they take on their new assignments.</p>	<p>Estimated Cost: Commemorative Plaques for staff - \$7,000.00</p> <p>There will be no formal hospitality request as the Social Committees for each site would cover any expenses for food and drink. These assemblies are intended to be for current staff only and have the potential for special guests to be included at the Warden and Executive Director's discretion.</p>
<p>Activity #3- Tours for local staff and family/friends</p> <p>Current and former staff from both KP and RTC would invite up to five family members and/or friends. They would be provided tours of both institutions by volunteer staff and former/retired staff.</p> <p>KP, RTC and RHQ Ontario will work with the Penitentiary Museum as well as with the not-for-</p>	<p>Staff and family/friends</p>	<p>There will be a series of tours coordinated over a period of two to three days prior to the September 30, 2013 closure date.</p>	<p>Estimated Cost: \$0.00</p> <p>No food or memorabilia would be provided and all of the organization would be conducted by staff on a volunteer basis.</p>

Events and communications products	Target audiences	Date/Time and Location	Costs
<p>profit charitable organization, The Friends of the Penitentiary Museum, to help coordinate tours and to provide historical context.</p> <p>This event would be organized within KP/RTC and RHQ with the help of a volunteer committee to set up the tour routes, information, coordination and scheduling.</p>			
<p>Activity #4 - Limited Public Tours with proceeds to the Kingston and Area United Way Campaign</p> <p>Given the experience of the closure of the B.C. Penitentiary, who held public tours after its closure, we expect a very large number of interested parties willing to take part. To ensure that these tours are organized and coordinated, we are proposing to create a volunteer committee with CSC staff, the CSC Museum, the Friends of the Penitentiary Museum and our local partner, Kingston Economic Development Corporation (KEDCO). It is realistic to believe that tours could happen over several weeks due to the demand from the public, including local and national media, however, we propose a very strict schedule to coincide with the GCWCC Campaign.</p>	General public	Public tours would be facilitated after the September 30 closure date and following the October 1, 2013 official ceremony, but before the end of the 2013 GCWCC campaign.	<p>Estimated Cost: \$0.00</p> <p>To support this year's Government of Canada Workplace Charitable Campaign (GCWCC) in the Kingston, Frontenac and Lennox and Addington (KFLA) United Way riding, Regional Deputy Commissioner, Lori MacDonald, as the 2013 KFLA United Way Chair has proposed public tours of KP and RTC with all donations going to this year's campaign.</p>

Leclerc Institution Closing Activities

Événements et produits de comm.	Public cible	Heure et lieu	Coûts
<p>Activité 1 - Cérémonie régionale « interne »</p> <p>-Cérémonie protocolaire à échelle réduite avec le passage de la clé. -S'adresse à l'ensemble des employés qui étaient en poste <u>au moment de l'annonce de fermeture.</u> -Présence de la Garde de cérémonie régionale afin d'assurer un décorum à l'événement. -Se déroule la veille de la Cérémonie de passation de l'Établissement Joliette. -Organisée par les Communications,</p>	<p>Une <u>centaine</u> de personnes sont attendues :</p> <p>-Employés (agents correctionnels et personnel administratif) en poste au Leclerc le jour de l'événement (environ 60) -Employés (environ 300) réaffectés dans d'autres unités mais qui étaient en poste au Leclerc le 19 avril 2012</p>	<p>11 octobre 2013 (ou le matin du 10 octobre 2013) -heure précise à confirmer</p> <p>-gymnase de l'établissement</p> <p>Le commissaire participera à l'événement.</p>	<p>-Les éléments de logistique liés à cette cérémonie n'entraînent aucuns coûts. -Seuls les frais d'accueil, estimés à un maximum de 3000 \$, seront défrayés par la direction de l'Établissement pour couvrir la courte «réception» qui suivra la cérémonie. -Aucuns frais de déplacement ne seront autorisés pour les employés.</p>

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Événements et produits de comm.	Public cible	Heure et lieu	Coûts
<p>qui seront les maîtres d'œuvre sur place lors de l'événement (dont le gestionnaire régional, Relations médias). -La direction de l'Établissement estime qu'une centaine de personnes sont attendues.</p>	<p>-Membres du CRG -Sous-commissaire régionale -Sous-commissaire principale (en attente d'une réponse) -Garde de cérémonie régionale -Syndicats</p>		
<p>Activité 2 - Soirée de célébration « informelle » -Soirée réunissant les employés et retraités de l'établissement. -Cette soirée «privée» est entièrement organisée par le Comité de fermeture du Leclerc selon la même formule que la soirée soulignant le 50^e anniversaire de l'établissement en 2012.</p> <p>Détails sur le DVD Vidéo souvenir : -Montage historique par l'entremise de photos, d'images vidéo et de témoignages d'employés. -Le DVD sera uniquement distribué lors de la soirée du 27 sept. ; les DVD seront produits uniquement en fonction du nombre de participants à la soirée. Aucune autre forme de distribution n'est prévue. Le SCC n'assume aucune dépense liée à cet événement. -Il s'agit d'un projet du Comité de fermeture du Leclerc, qui obtiendra l'approbation de l'Administration régionale.</p> <p>Détails sur le t-shirt : -Distribué lors de la soirée du 27 sept. -Il s'agit d'un projet du Comité de fermeture du Leclerc. -Le visuel a déjà obtenu l'approbation de la sous-commissaire régionale.</p>	<p>Employés ayant travaillé à l'Établissement Leclerc (actuels et retraités) -Environ 400 personnes sont attendues. On s'attend que cette soirée rejoindra le plus grand nombre de participants.</p>	<p>27 septembre 2013, Château royal (Laval)</p>	<p>-Tous les coûts associés à cette soirée sont autofinancés par les participants, qui défraieront 60 \$, ce qui inclus : un souper 4 services incluant cocktail de bienvenue et une demie bouteille de vin par personne au repas; un DVD Vidéo souvenir; et un t-shirt</p> <p>-Les coûts de production du DVD sont inclus dans les coûts associés à la soirée du 27 sept. et par la contribution des syndicats SESG et UCCO-SACC.</p> <p>Le SCC n'assume aucune dépense liée à cet événement.</p> <p>-Quant au t-shirt, - les coûts de production du t-shirt sont inclus dans les coûts associés à la soirée du 27 sept. Le SCC n'assume aucune dépense liée à cet événement.</p> <p>-Aucun temps supplémentaire ne sera accordé.</p>
<p>Activité 3 - Diner BBQ -Organisé par le Comité de fermeture du Leclerc. -Cette activité permet de rejoindre des employés de l'Établissement qui ne pouvaient pas prendre part à la soirée</p>	<p>-Employés en poste au Leclerc -Employés réaffectés dans d'autres unités mais qui étaient en poste au Leclerc le 19</p>	<p>27 septembre 2013, de 11 h à 13 h</p>	<p>-Les coûts du diner sont assumés par le syndicat UCCO-SACC.</p> <p>-Le SCC n'assume aucune dépense liée à cet</p>

Événements et produits de comm.	Public cible	Heure et lieu	Coûts
informelle pour différentes raisons (ex. employés en poste le soir).	avril 2012 -Retraités du Leclerc		événement.
Activité 4 - Message de la SCR -Courriel annonçant officiellement la fin des activités de l'établissement. -Souligner la contribution des employés actuels et passés.	-L'ensemble des employés de la Région	30 septembre 2013	-Le SCC n'assume aucun coût pour cette activité.
Activité 5 - Article <i>Bonnes nouvelles</i> (infontet régional) -Souligner l'histoire de l'établissement et l'apport important des employés de la Région. -Inclure des citations d'anciens directeurs de l'établissement (ex. Robert Poirier). -Faire état des activités qui ont été organisées dans ce cadre.	-Les employés du SCC	Octobre 2013	-Le SCC n'assume aucun coût pour cette activité.
Activité 6 - Article dans le <i>Bulletin du Conseil fédéral du Québec (CFQ)</i> -Annoncer la fermeture de l'Établissement. -Souligner l'importance de l'établissement dans l'histoire du SCC au Québec et l'apport important de ses employés. -Faire état des activités qui ont été organisées dans ce cadre.	-L'ensemble des employés de la fonction publique fédérale au Québec	Sem. du 4 nov. 2013 (à confirmer)	-Le SCC n'assume aucun coût pour cette activité.