

defensive about lack of information. It is far better to "act" than to "react".

Media Spokesperson:

It is very important to have an experienced spokesperson, situated within the **Public Affairs and Media Relations** unit who knows the local media personalities and is respected by them, and who thus is able to develop stories and deal with any misinformation. This person should be on staff at least four months before the summit specifically to manage media relations, especially in conveying the host's role and presence when the event is outside the capital region.

This position should be the chief contact point in the summit office for all media and general public inquiries in advance and during the Summit. In addition, the spokesperson provides the necessary liaison between the summit office and the press offices of all levels of government (Prime Minister's office to City Hall), and between the summit office and the public relations personnel attached to all organizations, businesses, etc. providing sites, goods and services to the summit. Approximately one month before the summit, these public relations personnel should be briefed as a group and provided with written guidance as to what enquires will be handled by the summit office, what can be dealt with by non-summit personnel, and what should (or should not) be said. This will help prevent any conflicting or wrong information being given to the media.

During the summit, the public affairs unit is responsible for handling all media, public and other outside enquiries concerning logistical arrangements. This section should have a close relationship with the media relations liaison officers assigned to various delegations.

A special system should be in place during the summit to respond quickly to the inevitable media interest in security matters. Speculative stories on security can easily detract attention from the other news of the meeting. The summit office spokesperson should be in close liaison with the **Security Task Force's** information office, which would reply in the first instance to such media enquiries.

The **Public Affairs and Media Relations** unit handles all requests for live and taped interviews, identify appropriate spokespersons and handling arrangements. This unit can also look after special "tours" for VIP guests, politicians, sponsors, etc.

Publications:

This unit should coordinate all printing requirements for the summit, meeting with all sections with those requirements and preparing a production schedule. Printing