



## RENFREW COUNTY DISTRICT SCHOOL BOARD

# COMMITTEES

**TUESDAY**  
**September 13, 2022**  
**1:00 PM**

### ***Territorial Acknowledgement - Chairperson B. Morris***

*We acknowledge that the land on which our school and District buildings are situated is the traditional, unceded and unsundered territory of the Algonquin people. We also recognize the enduring presence of all First Nation, Métis and Inuit peoples on the land on which we gather here today.*

**1:00 – 2:00 p.m.      Program & Student Achievement Committee**

**2:00 – 2:15 p.m.      *BREAK***

**2:15 – 3:00 p.m.      Finance & Resources Committee**



## PROGRAM AND STUDENT ACHIEVEMENT COMMITTEE

### AGENDA

September 13, 2022

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### OPEN SESSION

TIME ALLOCATION	REPORTS	PRESENTERS	PAGE
20 Min.	1. Update on ICT Plan 2022-2025 - Report	D. Fiebig / R. Cousineau	PSA - 1
30 Min.	2. Program and/or Service Review Cycle for 2022-2023 School Year: Year II of Implementation - 30 Min	P. Buffone	PSA - 2

M. Guenette  
Chairperson

Open Session:     X      
Closed Session:           

**PROGRAM & STUDENT ACHIEVEMENT COMMITTEE**

**Information and Communication Technologies Annual Action Plan  
2022-2023**

September 13, 2022

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**LINK TO STRATEGIC PRIORITIES:**

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<b>Inspire</b> community engagement & partnerships		<b>Empower</b> equity & well-being		<b>Achieve</b> excellence in teaching & learning	
<b>X</b>	<b>I.1</b>		<b>E.1</b>		<b>A.1</b>
	<b>I.2</b>		<b>E.2</b>		<b>A.2</b>
	<b>I.3</b>		<b>E.3</b>		<b>A.3</b>
	<b>I.4</b>		<b>E.4</b>		<b>A.4</b>
	<b>I.5</b>	<b>X</b>	<b>E.5</b>	<b>X</b>	<b>A.5</b>
<i>We action our priorities through the stewardship of resources and an ongoing commitment to the measurement of our progress</i>					

<b>PURPOSE:</b>	To provide the Board of Trustees with an overview of the Information and Communication Technologies (ICT) Annual Action Plan for the 2022-2023 school year.
<b>BACKGROUND:</b>	<p>In February 2022, the Board of Trustees adopted the RCDSB's ICT Action Plan 2022-2025, and approved the utilization of funds from the ICT internally-restricted accumulated surplus in the amount of \$940 000 for the 2022-2023 school year to support the one-time implementation of the 1:1 device access plan for students in grades 7-12, system-wide.</p> <p>The RCDSB 2022-2025 ICT Action Plan outlines the key priorities for the ICT Department as well as the hardware replacement cycles and associated costs. In creating the plan of action, several key priorities were taken into consideration. The plan is comprehensive in nature as it includes all of the District's current hardware, as well as hardware that is planned for in the short-term future, and has clear replacement dates in accordance with the lifecycle of the specific pieces of hardware. The plan is coordinated to ensure that staff is able to accomplish the tasks specified, taking into consideration the existing capacity of current technical staff within the timelines indicated. The plan is also financially balanced from year to year to ensure that it can be accomplished within the current ICT budget.</p>
<b>CURRENT STATUS:</b>	As with previous ICT plans, the current plan supports innovation across the organization through the optimization of digital resources, while providing a robust and secure infrastructure within which to learn and work. While much

	<p>of the work is cyclical (e.g., replacement of devices) and/or implemented over several school years (e.g., electronic records management), some of the key initiatives for the 2022-2023 school year include:</p> <ul style="list-style-type: none"> <li>● the implementation of the 1:1 access (grades 7-12);</li> <li>● a focus on cyber security; and,</li> <li>● a number of network modernization projects.</li> </ul> <p>The 2022-2025 ICT Action Plan ensures that staff and students will continue to have access to the technologies required to be productive, and also to continue to support the approach to <i>Inspired Learning</i>, including the development of both core skills and global competencies. The plan increases the number of devices available to students helping to ensure that there is greater equity of access for students. The plan also takes into consideration the important role that technology plays in supporting communication between all of the District's stakeholders.</p> <p>Finally, as technology continues to play an important role in the day-to-day operations of the District, the need for a secure and safe environment continues to become increasingly important. The plan addresses this need by incorporating the important findings of the RAIT's Risk Assessment conducted in 2021.</p>
<b>ATTACHMENT:</b>	RCDSB ICT Annual Action Plan 2022-2025 - Year 1 Update
<b>RECOMMENDATION:</b>	N/A
<b>REPORT PREPARED BY:</b>	Doug Fiebig, Manager Renald Cousineau, Superintendent of Education

**REPORT APPROVAL**



\_\_\_\_\_  
Superintendent



\_\_\_\_\_  
Director of Education

## ICT Action Plan 2022-2025

Department/Portfolio: Information, Communication Technology

Senior Staff Lead(s): Steve Blok, Superintendent of Education - Program Services

Peter Burnette, System Principal for Experiential Learning, K-12

Doug Fiebig, Manager of Information and Communication Technologies (ICT) Department

Growth Target: The following growth targets (qualitative and quantitative) have been established for the system:

- implement an electronic portal for parents/guardians in order to augment two-way communication between staff and parents/guardians, whether in-person at school or on-line at home;
- ensure equity of access by eliminating barriers to the range of high-quality programs and services offered across the system, through technological integration, in order to meet the needs of all learners; and,
- leverage innovative technologies to accelerate and deepen learning, as described in the '*Inspired Learning*' resource, in-person and on-line.

***To lower the ratio of devices to students from approximately 2:1 to 1:1 for all students in Grades 7-12 (device access ratio) in preparation for the upcoming school year. (Students in Kindergarten and Grades 1-6 will continue to benefit from a minimum 3:1 device access ratio.)***

This indicator will facilitate the continued, seamless integration of technologies into teaching and learning environments, including assessment and instructional practices of the future.

***To ensure the District's information assets are properly secured through the procurement of an ICT Security Analyst position, during the course of the current school year.***

This indicator will be integral to elevating the organization's security posture by assessing risks and providing appropriate security solutions, moving forward.

Areas of Focus	Responsibility Centre(s)	Timelines	Resources Required	Notes
Cyber Security	<p>Allocate resources to cybersecurity through a reorganization of duties, additional resources and/or third party contracting</p> <p>Involve ICT in the procurement process, using ICT knowledge and expertise to evaluate third party security measures and system configuration during the selection process;</p>	2022	Cyber Security Analyst Position	<p>Pricing based on recent job postings by Ottawa-Carleton District School Board and Waterloo Catholic District School Board</p> <p>Recommendation from Eastern Ontario Cyber Security Audit</p>
Cyber Security	Develop and implement cybersecurity policies and procedures, with assistance from the Educational Computing Network of Ontario (ECNO).	2022	<p>Educational Computing Network of Ontario (ECNO) Shared Technology Services</p> <p>RISA Project - \$6696.75</p>	ECNO is currently working on the development of cybersecurity policies and procedures for all ENCO school board/district members

			ECNO Security Services (PISO) - \$1500	Recommendation from Eastern Ontario Cyber Security Audit
Cyber Security	Develop or acquire a data classification system, with the assistance of other Boards and using the Ontario Association of School Business Officials (OASBO) and ECNO as resources.	2022	No additional cost	ECNO is currently working on the development of cybersecurity policies and procedures for all ENCO school board/district members  Recommendation from Eastern Ontario Cyber Security Audit
Software/Application Centralization	Centralize the purchase of all RCDSB Software/Application purchases - Classroom and Business  Combining existing budget expenditures into a single GL	2022-2023	\$945,662.32	Estimated cost based on 2021-2022 software pricing

1:1 Mobile Device Deployment	Grades 7-12 1:1 school based mobile device ratio allowing students access to devices at point of learning when required	2022-2023	\$1,716,686.54  Accumulated Surplus: <b>\$940 000</b> (internally restricted ICT)	JK-6 mobile device funding to remain based on FTE - 3:1 ratio  \$169 per FTE
Parent Portal	Evaluation and implementation of Parent Portal	2022-2025	To Be Determined	TBD based on final product selection
Electronic Records Management (ERM)	Implement an Electronic Records Management (ERM) system for the capture, storage, modification and sharing of physical files within the RCDSB. Establish policies and standards for maintaining diverse types of records..	2022-2025	To Be Determined	TBD based on final product selection
Classroom Mobile Device Allocation	Remove all mobile devices (iPads and Chromebooks) that were either purchased by IT (no matter the purchase date) or purchased by the school and are four (4)	2023-2025	2023-2024 - \$530,299.50  2024-2025 - \$496,751.39	Estimated cost based on 2021-2022 student body count numbers and technology pricing



	years of age or older and deploy new mobile devices (iPads and Chromebooks).			
Storage for Mobile Allocation Devices	Tech Tub 2.0's for housing Mobile Allocation Devices	2023-2025	2023-2024 - \$47,000.00 2024-2025 - \$45,700.00	Estimated cost based on 2021-2022 student body count numbers and Tech Tub pricing
Teacher/ECE Laptop Allocation	Deploy new Windows laptops to Teachers and ECE's. Deploy docking stations to connect Teacher/ECE laptops to classroom interactive whiteboards.	2022-2025	2022-2023 - \$195,727.70 2023-2024 - \$188,433.50 2024-2025 - \$232,198.70	Estimated cost based on 2021-2022 staffing numbers and technology pricing
EA Chromebook Allocation	Deploy new Chromebooks to EA's.	2022-2025	2022-2023 - \$15,539.34 2023-2024 - \$15,948.27 2024-2025 - \$20,037.57	Estimated cost based on 2021-2022 staffing numbers and technology pricing
Windows Desktop Lab (Secondary Schools Only)	Replace Windows Desktop Lab	2022-2025	2022-2023 - \$58,200.00 2023-2024 - \$29,100.00	Estimated cost based on 2021-2022 technology pricing

			2024-2025 - \$58,000.00	
Continuing Education Classroom Windows Devices	Replace Continuing Education Classroom Windows Laptops	2023-2024	\$67,975.15	Estimated cost based on 2021-2022 technology pricing
Storage for Continuing Education Classroom Windows Devices	Tech Tub 2.0's for housing Continuing Education Classroom Windows Devices	2023-2024	2023-2024 - \$2730.98	Estimated cost based on 2021-2022 student body count numbers and Tech Tub pricing
SMARTboard Projectors	Replace Existing SMARTboard Projectors	2023-2025	2022-2023 - \$35,000.00 2023-2024 - \$35,000.00 2024-2025 - \$35,000.00	Estimated cost based on 2021-2022 technology pricing
Principal/Vice Principal Laptops	Replace Principal/Vice Principal Laptops	2022-2023	\$76,500.00	Estimated cost based on 2021-2022 staffing numbers and technology pricing
Secretary Laptops	Replace Elementary, Secondary and Continuing Education Secretary Windows Laptops	2024-2025	\$80,000.00	Estimated cost based on 2021-2022 staffing numbers and technology pricing

Elementary Office Printers	Replace Elementary Office Printers	2024-2025	\$22,000.00	Estimated cost based on 2021-2022 technology pricing
Secondary Office Printers	Replace Secondary Office Printers	2022-2023	\$19,500.00	Estimated cost based on 2021-2022 technology pricing
Trustee Devices	Replace Trustee Laptops (Including Student Trustees)	2022-2023	\$20,000.00	Estimated cost based on 2021-2022 technology pricing
Director/Superintendent Devices	Replace Director and Superintendent Windows Laptops	2022-2023	\$15,000.00	Estimated cost based on 2021-2022 technology pricing
Superintendent Administrative Assistants	Replace Superintendent Administrative Windows Laptops	2022-2023	\$12,000.00	Estimated cost based on 2021-2022 technology pricing
School Support Counsellor Devices	Replace School Support Counsellor Devices	2023-2024	\$35,000.00	Estimated cost based on 2021-2022 staffing numbers and technology pricing
Disaster Recovery	Annual Disaster Recovery & Vulnerability	2022-2025	2022-2023 - \$50,000.00 2023-2024 - \$50,000.00	IBM Canada K-12 Education

	Assessments / Penetration Testing		2024-2025 - \$50,00.00	
Disaster Recovery - Google	Disaster Recovery - Google (Backupify)	2022-2025	2022-2023 - \$15,000.00 2023-2024 - \$15,000.00 2024-2025 - \$15,000.00	
Video Conferencing	Replace/Update New Video Conferencing Equipment	2022-2025	2022-2023 - \$15,000.00 2023-2024 - \$15,000.00 2024-2025 - \$15,000.00	Estimated cost based on 2021-2022 technology pricing
eLibrary	Purchase of digital books for eLibrary	2022-2025	2022-2023 - \$12,000.00 2023-2024 - \$12,000.00 2024-2025 - \$12,000.00	RCDSB committed to minimum spend of \$6000.00 annually
Custodial Desktops	Replace all Custodial Desktops	NA	NA	Replaced in 2021-2022 school year.
Library Circulation Desktops	Replace all Library Circulation Desktops	NA	NA	Replaced in 2021-2022 school year.
Library Chromebooks	Replace mobile cart of 24 Chromebooks - 1 cart per secondary school	2023-2024	\$71,719.65	Estimated cost based on 2021-2022 technology pricing

Library Kajeet MiFi Devices	Purchase an additional 30 Kajeet MiFi Devices for a total of 10 per secondary school	2022-2023	\$16,500 (Year 1 only). \$29,500 annual renewal.	Estimated cost based on 2021-2022 technology pricing
Innovation	Funding for Innovation	2022-2025	2022-2023 - \$20,000.00 2023-2024 - \$20,000.00 2024-2025 - \$20,000.00	
Professional Development	Funding for Professional Development for Educators	2022-2025	2022-2023 - \$30,000.00 2023-2024 - \$30,000.00 2024-2025 - \$30,000.00	
eLearning/vLearning	Funding for eLearning/vLearning	2022-2025	2022-2023 - \$30,000.00 2023-2024 - \$30,000.00 2024-2025 - \$30,000.00	

Note: As part of the ongoing commitment to the District's measurement of progress over time, the metrics for Information and Communication Technologies (ICT) are denoted in bold font.

Open Session:     X      
Closed Session:           

**PROGRAM & STUDENT ACHIEVEMENT COMMITTEE**

**Program and/or Service Review Cycle for 2022-2023 School Year  
Year II of Implementation**

**13 September 2022**

**LINK TO STRATEGIC PRIORITIES:**

<b>Inspire</b> community engagement & partnerships		<b>Empower</b> equity & well-being		<b>Achieve</b> excellence in teaching & learning	
	<b>I.1</b>		<b>E.1</b>		<b>A.1</b>
	<b>I.2</b>		<b>E.2</b>		<b>A.2</b>
<b>X</b>	<b>I.3</b>		<b>E.3</b>		<b>A.3</b>
	<b>I.4</b>		<b>E.4</b>	<b>X</b>	<b>A.4</b>
	<b>I.5</b>	<b>X</b>	<b>E.5</b>		<b>A.5</b>
<i>We action our priorities through the stewardship of resources and an ongoing commitment to the measurement of our progress.</i>					

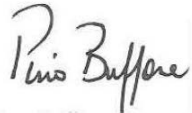
<b>PURPOSE:</b>	To present to the Board of Trustees a renewed plan for the cyclical review of programs and/or services offered by the District, as part of the current multi-year strategic plan, including the sound stewardship of resources (human, material and fiscal) for the effective and efficient operation of the organization.
<b>BACKGROUND:</b>	<p>As outlined in the RCDSB’s Strategic Plan 2021-2025, the intent of the cyclical review of programs and/or services is to ensure that all students, staff and school communities of the District have access to evidence-informed programs and/or services of the highest possible quality, system-wide. The review cycle is influenced and impacted by the annual plans of action that are associated with the multi-year strategic plan.</p> <p>As previously outlined, there are three categories proposed for the review of programs and/or services:</p> <ul style="list-style-type: none"> <li>• formal reviews of programs and/or services conducted by staff, and led by the member(s) of the senior team with roles and/or responsibilities in the portfolio area being reviewed, include an environmental scan of the program and/or service in other jurisdictions if/as appropriate, feedback/input from a broad range of stakeholders involved with the program and/or service, current status of the program and/or service in the District, and, recommendations to be adopted by the Board of Trustees, moving forward;</li> <li>• program and/or service implementation and monitoring subsequent to a formal review, conducted by staff and under the supervision of a member(s) of senior staff, including an update</li> </ul>

	<p>report(s) regarding the status of the program and/or service over time; and,</p> <ul style="list-style-type: none"> <li>• ministerial reviews of curriculum policy documents and/or other policy/program memoranda as initiated by the Ministry of Education Ontario.</li> </ul> <p>Of note, the Ministry of Education has not released an updated version of its multi-year review of curriculum policy documents, beyond the identification of specific subject areas/disciplines for curricular review, individually. As such, the three-year plan for the cyclical review of programs and/or services presented (see Attachment A) includes the release of revised curricula for the current school year, including: Science and Technology, Grades 1 to 8; Grade 9 Science (de-streamed); Grade 10 Civics and Citizenship; and, Grade 10 Mathematics (addenda), along with Grade 9 Mathematics released in the Fall of 2021.</p>
<p><b>CURRENT STATUS:</b></p>	<p>For the 2022-2023 school year, the Secondary School Review (including French-as-a-Second-Language (FSL) programming at the secondary level, for instance) will continue to serve as the predominant formal review. As part of the second phase of the ‘visioning exercise’ for the District, this review will consider current policy direction and funding parameters provided by the Ministry of Education, as well as promising practices for program pathways within the District’s own context. Key themes/topics for the Secondary School Review will continue to include:</p> <ul style="list-style-type: none"> <li>• Program Pathways - apprenticeship, college, community living, university and workforce;</li> <li>• Student Success Initiatives (including Co-Op, OYAP, Dual Credits, and SHSM);</li> <li>• Experiential Learning Opportunities;</li> <li>• Virtual Learning Environments; and,</li> <li>• Transitions to/from Secondary School.</li> </ul> <p>The working group related to the Secondary School Review will be re-convened for the Fall of 2022 in order to resume deliberations related to all programs and/or services offered at the secondary level. Recommendations from this committee will be brought forward to the Board of Trustees for consideration in the Fall of 2022/Winter of 2023.</p> <p>Further, FSL programming at the elementary level will continue to be monitored for implementation as a follow-up to the multi-year expansion plan from the elementary phase of the ‘visioning exercise’ conducted during the 2017-2018 school year. In particular, the impact of FSL programming on other programs and/or services offered across the District, such as the English with Core French programming, will be investigated.</p> <p>In addition, the three-year plan of action prepared by the Information and Communication (ICT) Department for 2022-2025 will be reviewed for monitoring and implementation, including the shift to a one-to-one access-to-device ratio for students in Grades 7-12 across the District, as well as the continuation of a three-to-one access-to-device ratio for students in Kindergarten to Grade 6, system-wide.</p> <p>Special Services will also continue to be reviewed for program implementation and monitoring, based upon the recommendations outlined in the Special Education Review (November 2019).</p>

	<p>Also, although not identified as one of the programs and/or services reviewed formally, nor a program/service reviewed for implementation and monitoring, Board Administration will continue to be an area of review by Senior Staff in order to ensure compliance with ministry directives as related to system-wide infrastructure. The ongoing review of our schools and central departments in this capacity will form part of the annual budgetary process.</p> <p>As a final point for consideration, Employee Services was previously scheduled for a cyclical review - as part of the four key services offered by the District - Corporate Services, Employee Services, Program Services and Special Services. However, due to the extensive workload on the Human Resources Department as a result of the operational realities of the pandemic period, as well as the next round of labour negotiations, this review has been rescheduled for the 2023-2024 school year.</p> <p>Note: Adult and Continuing Education has also been added as a formal review for the 2023-2024 school year.</p>
<b>ATTACHMENT:</b>	<p>Attachment A: RCDSB Program and/or Service Review Cycle – Year II Attachment B: History of Programs and/or Services in the RCDSB – 2012-2020</p>
<b>RECOMMENDATION:</b>	<p><b>THAT the Renfrew County District School Board approve the Program and/or Service Review Cycle for the 2022-2023 school year.</b></p>
<b>REPORT PREPARED BY:</b>	<p>P. Buffone, Director of Education</p>

**REPORT APPROVAL**

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**Superintendent**



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**Director of Education**



## Attachment A:

### RCDSB Program and/or Service Review Cycle – Year II

Type of Review	School Year		
	2021-2022	2022-2023	2023-2024
Formal Review	<ul style="list-style-type: none"> <li>Secondary School Review</li> <li>ICT Plan: 2022-2025</li> </ul>	<ul style="list-style-type: none"> <li>Secondary School Review</li> <li>FSL (secondary) *</li> </ul>	<ul style="list-style-type: none"> <li>Adult and Continuing Education</li> </ul>
Program and/or Service Implementation and Monitoring	<ul style="list-style-type: none"> <li>FSL (elementary – continued)</li> <li>Special Services</li> </ul>	<ul style="list-style-type: none"> <li>FSL (elementary – continued)</li> <li>ICT Plan: 2022-2025</li> <li>Special Services (continued)</li> </ul>	<ul style="list-style-type: none"> <li>FSL (secondary)</li> <li>ICT Plan (continued)</li> </ul>
Ministry of Education Review	<ul style="list-style-type: none"> <li>Release of new curricula, including: Grade 9 Mathematics (de-streamed) for Fall of 2021</li> </ul>	<ul style="list-style-type: none"> <li>Release of new curricula, including: Science and Technology, Grades 1 to 8; Grade 9 Science (de-streamed), Grade 10 Civics and Citizenship, Grade 10 Mathematics (addenda) for Fall of 2022</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Other	<ul style="list-style-type: none"> <li>Board Administration (continued)</li> </ul>	<ul style="list-style-type: none"> <li>Board Administration (continued)</li> </ul>	<ul style="list-style-type: none"> <li>Board Administration (continued)</li> <li>Employee Services</li> </ul>

\* Note: A number of programs and/or services for review may emerge from the Secondary School Review, including FSL programming at the secondary level, for instance.

## Attachment B:

### History of Programs and/or Services Reviewed at the RCDSB 2012 to 2020 School Years

Program and/or Service	Date Presented at Committees and/or Board Meetings
Adult & Continuing Education	April 2016 May 2017
Childcare Modernization	May 2018
Community Use of Schools	March 2019
French as a Second Language (FSL)	November 2013 April 2014 May 2015 June 2017
ICT Plan: 2013-2016 ICT Plan: 2016-2019 ICT Plan: 2019-2022	April 2013 January 2016 January 2020  Note: IBM Technology Enabled Learning Review conducted in January 2016.
Long-term Accommodation Planning	August 2020  Note: LTAP Retreat held for Board of Trustees and Senior Staff in June 2017.
Special Services (Special Education)	April 2015 November 2019
Secondary School Review	* started in October 2019
* Note: The review of programs and/or services started during the previous multi-year strategic plan will be carried forward into the current strategic plan if/as required.	



INSPIRE. EMPOWER. ACHIEVE.

## FINANCE AND RESOURCES COMMITTEE

### AGENDA

September 13, 2022

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#### OPEN SESSION

TIME ALLOCATION	REPORTS	PRESENTERS	PAGE
5 Min.	1. Summer Capital Projects Report	J. Barnes/B. Murray	Verbal
30 Min.	2. Annual Action Plan for Strategic Communications & Community/Public Relations	P. Buffone/H. MacMillan	FR-1

#### CLOSED SESSION

TIME ALLOCATION	REPORTS	PRESENTERS	PAGE
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L. Boland  
Chairperson

Open Session:     x      
Closed Session:           

## FINANCE & RESOURCES COMMITTEE

### Annual Action Plan for Strategic Communications & Community/Public Relations

13 September 2022

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#### LINK TO STRATEGIC PRIORITIES:

	Inspire community engagement & partnerships		Empower equity & well-being		Achieve excellence in teaching & learning
	I.1		E.1		A.1
	I.2		E.2		A.2
	I.3		E.3		A.3
X	I.4		E.4	X	A.4
	I.5	X	E.5		A.5
<i>We action our priorities through the stewardship of resources and an ongoing commitment to the measurement of our progress</i>					

<b>PURPOSE:</b>	To provide the Board of Trustees with an overview of the system-wide action plan for strategic communications and community/public relations for the 2022-2023 school year.
<b>BACKGROUND:</b>	<p>As noted throughout RCDSB’s Strategic Plan 2021-2025, a significant emphasis is placed on engaging parents/guardians and community members, as well as staff and students, in meaningful dialogue regarding programs and/or services offered by the District, including aspects of its first strategic priority, ‘Inspire Community Engagement and Partnerships’.</p> <p>The annual plan of action for the current school year builds upon the ‘Strategic Communication Plan’ shared by staff at the Board Meeting of Tuesday 22 February 2022.</p> <p>The objective of the strategic communications plan is to ensure an integrated, responsive approach to how and when, where and why the organization reaches out to its stakeholders to share information and/or gather feedback or input on communications to date.</p>
<b>CURRENT STATUS:</b>	<p>The proposed plan of action (see attachment) strives for interactions of the highest quality possible with stakeholders of the organization, aims to ensure a sense of belonging amongst stakeholders of the organization, and optimize the talent and resources the organization has to offer. There are two growth targets established – one related to market share and the other regarding input and/or feedback on progress over time.</p> <p>The annual action plan includes four key areas of focus for the current school year:</p> <ul style="list-style-type: none"> <li>social media video campaigns focused on experiential and inspired learning;</li> <li>website redevelopment (second and third phases of project);</li> </ul>

	<ul style="list-style-type: none"> <li>• school digital signage (completion of third and fourth phases – final phases of project); and,</li> <li>• day-to-day communications at the school and system levels.</li> </ul> <p>It is important to highlight, as well, that the Communications Staff will be following up with stakeholders of the organization to debrief significant communications-intensive activities and/or events, and debrief past practices, such as the communications related to the global pandemic (with RCDHU) and school-based threats (with OPP), for instance. These debrief sessions will assist in future day-to-day communications for schools and central departments, moving forward.</p> <p>Also of note, the plan of action established for the current school year will be reviewed by the appointed Executive Officer of Public Relations for additional adaptations during the course of the 2022-2023 school year.</p>
<b>ATTACHMENT:</b>	Annual Action Plan for Strategic Communications and Community/Public Relations for 2022-2023 School Year
<b>RECOMMENDATION:</b>	<b>N/A – for information only.</b>
<b>REPORT PREPARED BY:</b>	Hannah MacMillan, Communications Officer Pino Buffone, Director of Education

**REPORT APPROVAL**

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Superintendent




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Director of Education



## Annual Action Plan for Strategic Communications and Community/Public Relations for 2022-2023 School Year

Department/Portfolio: Public Relations
Senior Staff Lead(s): Executive Officer of Public Relations *
* Note: Interim Leads are Hannah MacMillan, Communications Officer, and Pino Buffone, Director of Education, for start of the current school year.
<p>The following growth targets (qualitative and quantitative) have been established for the system in order to:</p> <ul style="list-style-type: none"> <li>● strive for interactions of the highest quality possible with stakeholders of the organization – students, parents/guardians, staff, federation/union partners, trustees, and community members – via thoughtful, timely, two-way communications;</li> <li>● ensure a sense of belonging amongst all stakeholders of the organization, through opportunities and outcomes experienced, and promote positive public awareness of the programs and/or services offered by the organization; and,</li> <li>● optimize the talent and resources of the organization – leveraging dynamic, vibrant teaching and learning environments on site in schools, as well as effectiveness and efficiencies of administration for central departments – in order to facilitate the modernization of the system’s governance and operations, as well as shape the District’s brand recognition.</li> </ul> <p><b>Growth Target#1: To increase the overall market share of the organization in the county by 1.5% as measured by enrolment reports provided to the Ministry of Education Ontario.</b></p> <p>This indicator analyses the percentage of students enrolled in schools of the District, at both elementary and secondary levels, based upon enrolment numbers provided to ministry representatives, bi-annually (October and March). An increase in market share over time is essential for the long-term viability of the organization, including the ability to offer programs and/or services of the highest possible quality.</p> <p><b>Growth Target#2: To provide stakeholders, internal and external to the organization, with the opportunity to give input and/or feedback on aspects of the strategic communications plan through a public survey and/or focus group sessions.</b></p> <p>This indicator addresses the two-way communication with stakeholders in regards to the District’s strategic communications, and provides the opportunity for more detailed, follow-up sessions with stakeholders, related to specifics of the multi-modal approach to outreach.</p>

Areas of Focus	Responsibility Centre(s)	Timelines	Details of Action(s)	Resources Required / Other Notes
Social Media Video Campaigns	Executive Officer  H. MacMillan  R. Coleman	September 2022 – June 2023	<p>The creation of a series of social media video campaigns will be developed to promote programs and services offered by the District – in collaboration with Pembroke-based videographer, Matt LeMay, through the firm, <i>Indigenous Geographic</i> – focused on “experiential and inspired learning” in the following areas:</p> <ul style="list-style-type: none"> <li>• Adult &amp; Continuing Education (focus on all four sites);</li> <li>• Athletics &amp; Extra-curricular Activities;</li> <li>• English as a Second Language (ESL) Programs;</li> <li>• Equity &amp; Inclusivity, Anti-Oppression &amp; Anti-Racism;</li> <li>• French as a Second Language (FSL) Program Expansion (Elementary &amp; Secondary – with special highlight at secondary level);</li> <li>• Indigenous Education (including the work of the Indigenous Grad Coaches);</li> <li>• International Education Initiatives, including partnerships with Académie Clermont-Ferrand (France) &amp; Council Area of Renfrewshire (Scotland);</li> </ul>	<p>Contract with Indigenous Geographic for approximately \$2500 per video...</p> <p>\$2500 x 11 = \$27 500 (from Communications Budget).</p>

			<ul style="list-style-type: none"> <li>• Special Education;</li> <li>• Student Success Initiatives, including OYAP, SHSMs and Skilled Trades;</li> <li>• Technology-enabled Learning and Teaching Environments; as well as,</li> <li>• Wellness Initiatives, including Mental Health Services.</li> </ul> <p>The video campaigns will be utilized as promotional advertisements with both internal and external stakeholders of the District.</p>	
Website Redevelopment Project – Phases II & III	<p>Executive Officer</p> <p>H. MacMillan</p> <p>R. Coleman</p> <p>D. Fiebig</p>	September 2022 – June 2024	<p>As a follow-up to the ‘first phase’ of website redevelopment launched in the Fall of 2019, the District’s website refresh, the following projects will be resumed as part of the ‘second phase’ in collaboration with the ICT Department:</p> <ul style="list-style-type: none"> <li>• vendor selection for Phase II;</li> <li>• redevelopment of all school sites (elementary, secondary and adult/continuing education); and,</li> <li>• school sites launch in Summer of 2023.</li> </ul> <p>The ‘third phase’ of website redevelopment will include:</p> <ul style="list-style-type: none"> <li>• vendor selection for Phase III;</li> </ul>	Cost for website redevelopment is projected at \$25 000 for Phase II and \$25 000 for Phase III, respectively (taken from Strategic Plan/Direction Budget).



			<ul style="list-style-type: none"> <li>redevelopment of RCDSB Intranet and Staff Portal; and,</li> <li>new staff portal launch in Summer of 2024.</li> </ul>	
School Digital Signage – Phases III & IV	<p>Executive Officer</p> <p>H. MacMillan</p> <p>R. Coleman</p> <p>B. Murray</p>	September 2022 – June 2023	<p>The roll-out of digital screens/signs will take place for the remainder of the sites across the District. In collaboration with the Facilities Department, the Communications Officer will coordinate digital screens through the provider - Liberty Vision - for all remaining sites. The phases of digital signage are as follows:</p> <ul style="list-style-type: none"> <li>Phase I (Large Signs - Spring 2017) – CDPS, FHS, MCS, PVW, QEPS, RCI/RCIS, RCK</li> <li>Phase II (Large Signs - 2017-2019) – AJC, ADHS, HRM, MVDHS, OHS, SRW, VAL, WZPS, Board Office</li> <li>Phases III &amp; IV (Small Signs – currently underway) – ADM, BBG, CEN, COB, EGN, HWW, KIL, VCN, PAL</li> </ul> <p>Note: Whitney PS – N/A.</p>	<p>Projected total costs for school digital signage, including the Board Office, is \$ 975 000, approximate (from Facilities Budget).</p> <p>Of note, costs may rise for the final phases due to inflationary pressures.</p>
Day-to-day Communications at School and System Levels	<p>Executive Officer</p> <p>Senior Staff</p> <p>H. MacMillan</p>	September 2022 – June 2023	<p>The Communications Department will continue to support schools and the system through various duties including, but not limited to, the following tasks:</p> <ul style="list-style-type: none"> <li>constant, targeted advertisement, marketing and public messaging through social media, radio, digital</li> </ul>	Annual allocation of approximately \$25 000 – \$ 30 000 for Communications Department.

	<p>R. Coleman</p> <p>M. McCaw</p>		<p>signs, and community newspapers;</p> <ul style="list-style-type: none"> <li>• regular support to school sites and central departments in the creation of new communication materials and/or resources, including dissemination and documentation of crisis communications if/as required;</li> <li>• continuous school website updates and support through staff training, along with updates to the District's website;</li> <li>• rejuvenation of fundraising initiatives for the organization, including the Student Support Fund;</li> <li>• management and modernization of all records for the District, as well as oversight of governance matters, including documentation of all policies and/or administrative procedures; and,</li> <li>• regular monthly and annual communications that include the Director's Annual Report, Director's Dispatch, social media update reports, as well as reports at Committees and Board Meetings.</li> </ul>	
<p>Note: The Annual Action Plan for Strategic Communications and Community-Public Relations will be refined and/or revised by the Executive Officer of Public Relations during the course of the 2022-2023 school year.</p>				