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EXECUTIVE SUMMARY

The Durham District School Board (DDSB) is committed to open and effective communication. The DDSB endeavours to provide opportunities for timely, relevant, consistent two-way communication vehicles to reach all stakeholders.

As part of the DDSB’s ongoing effort to ensure effective two-way communication designed to engage all stakeholders, the DDSB undertook a communications audit in January 2012. Following the conclusion of the communications audit and receipt of its recommendations, the DDSB established a Communications Ad Hoc Committee to develop a strategic plan. Ultimately the goal of the plan is to ensure effective communication throughout the DDSB.

The Communications Ad Hoc Committee has included Trustees, staff and community members to provide expertise and an all encompassing perspective.

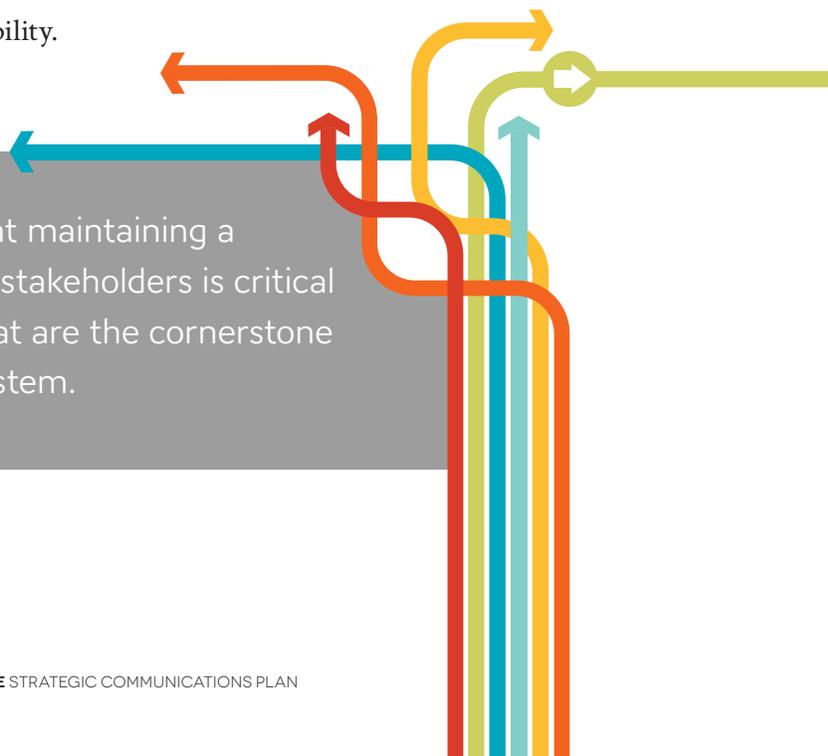
The committee began its work in the fall of 2012 using the communications audit as the opinion research basis for its work. The goal of the Ad Hoc Committee is to act as an advisory body lending direction to the creation and implementation of a Strategic Vision and Plan for the use of communications processes in the DDSB.

COMMUNICATION, VISION, MISSION AND VALUES

Vision: The DDSB will communicate effectively, both within the organization and with stakeholders in a variety of ways to make communication accessible for all.

Mission: Timely and relevant two-way communication will promote the key directions and initiatives of the DDSB strategic plan in support of the Board’s mission of, “Success in learning to meet the challenges of the future.”

Values: Integrity, openness, respect, and accountability.



The DDSB understands that maintaining a two-way conversation with stakeholders is critical for building relationships that are the cornerstone of a strong public school system.

OVERVIEW

Effective communication is critical to the DDSB's goal of supporting student success.

The Durham District School Board (DDSB) is responsible for public education in the rural settings of Uxbridge, Brock and Scugog Townships and the urban settings of Ajax, Whitby, Pickering and Oshawa. The Board employs 7,000 teaching and educational services staff. With 128 elementary and secondary schools and learning centres, the Board accommodates more than 66,000 regular day students and thousands more who take advantage of a wide variety of continuing education and adult credit courses.

Through the work of its Communications Ad Hoc Committee, the Board has undertaken the development of a strategic communications plan to support an effective communications program throughout the organization. The objectives of the communications plan are tied directly to the DDSB's overall objectives as outlined in Durham Directions, our plan for student and school success. The plan is used to guide communications activities as well as to provide a framework for budgetary and resource considerations. This communications plan was designed to establish a comprehensive and integrated communications process for effective communication with all stakeholders.

BACKGROUND—COMMUNICATIONS AUDIT

As part of the Board's ongoing effort to provide effective and dynamic two-way communication designed to engage all stakeholders, the Durham District School Board (DDSB) participated in a system wide communications audit. The audit was conducted in the month of January 2012. The goal of the audit was to provide the Board with an opportunity to assess the effectiveness of its current communications efforts.

Ultimately, the goal of the audit is to ensure effective communication throughout the DDSB. The audit was conducted by the National School Public Relations Association, an organization with extensive experience and expertise in school board communications. The vendor was selected through a Request For Proposal process in the fall of 2011.

The audit included a review of current communication materials; interviews with communications department staff; 19 focus groups with a cross section of stakeholders (both internal and external); an online survey for school-based administrators; and, a second survey for Education Centre based administrators and managers. The audit was undertaken with the understanding that the development of any effective communications strategy begins with opinion research that includes input from all stakeholders.

Overall, feedback on the opportunity to participate in the audit, either through a focus group or a survey, was positive. The results of the audit were submitted to the Board of Trustees in May 2012 and included extensive recommendations. The report, available on the DDSB's website, includes information gleaned from the surveys, focus groups, interviews and the publication review.

KEY FINDINGS FROM THE COMMUNICATIONS AUDIT (MAY 2012)

Perceived Qualities and Strengths of the DDSB:

- Described overall as “kid-centred,” committed to achievement and innovation
- Staff described as dedicated and caring
- Welcoming and inviting environment in quality facilities
- Strong literacy and numeracy focus and many program opportunities
- Visible presence of Trustees, the Director and Senior Administrators
- Promotes learning for students and staff

Communication Strengths:

- Communication support provided by the department is appreciated at all levels of the organization
- Respondents commented that support provided for media relations and crisis communications is particularly noteworthy
- Face-to-face communications opportunities are highly valued

Communication Improvements:

- Issues cited regarding the use of technology for communication
- Improvements to current website are required
- Inconsistent offering of information from school websites
- Internally, overwhelming amount of e-mail

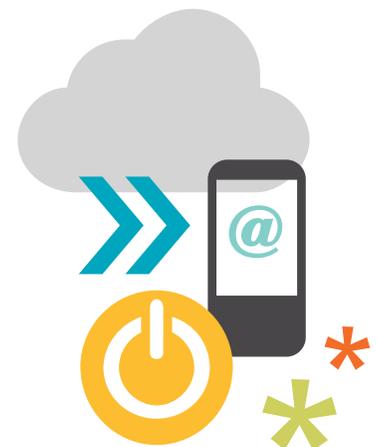
Primary Source of Information:

- Currently stakeholders do not have one single/strong primary information source
- More direct communication desired by all groups

Use of Websites:

- Current DDSB website has a great deal of information but is not easily navigated
- Improved search engine required
- User groups would like to have information feeds that push information out to them
- Staff commented that the internal portal requires too many log ins and that they would benefit from orientation sessions

The Audit Report outlines a broad spectrum of communication needs designed to be incorporated into a long-term strategic plan for the DDSB. The report cautioned that it would be unrealistic to expect the Communications Department staff and administrative team to take on all of the recommendations immediately.



SUMMARY OF RECOMMENDATIONS FROM THE COMMUNICATIONS AUDIT

1. Develop a strategic communication plan aligned to Durham Directions and the Board Improvement Plan.
2. Articulate a vision and expectations for the communications program.
3. Implement an issues-framing process to ensure clear, consistent messaging.
4. Improve the infrastructure for a multi-layered communication effort.
5. Improve internal communications systems and processes.
6. Expand communication with parents and the community.
7. Consider developing area communication and engagement programs.
8. Develop strategies to increase the visibility and accessibility of DDSB leaders in the community and schools.
9. Assess and refocus public engagement processes.
10. Continue to improve the effectiveness and usability of the DDSB website, school websites, teacher web pages, intranet, e-mail, social media and other digital communication.
11. Conduct regular research and evaluation on communication efforts.
12. Implement branding/marketing strategies to build DDSB's reputation as a leading school system.
13. Provide communications training for staff.
14. Continue to improve relationships and partnerships with Aboriginal communities.
15. Increase the focus on diversity and inclusive communication.
16. Considerations for staffing and implementation of the recommendations.

In some cases, the DDSB had previously begun the implementation of some of the recommendations made in the report. In particular, the DDSB is undertaking improvements to the current website, school websites and staff portal, working to develop a new website, undertaking social media and improving methods of communicating more directly and more consistently with all stakeholders.

AUDIENCES

INTERNAL AUDIENCES

- DDSB STUDENTS
- DDSB STAFF
- PARENTS/GUARDIANS
- TRUSTEES

EXTERNAL AUDIENCES

- BUSINESS LEADERS
- COMMUNITY GROUPS/PARTNERS:
PFLAG DURHAM; CAS, DRPS...
- ELECTED OFFICIALS
- LOCAL POST-SECONDARY INSTITUTIONS
(DURHAM COLLEGE, UOIT, TRENT UNIVERSITY)
- MEDIA
- MINISTRY OF EDUCATION
- NEW RESIDENTS OF THE DISTRICT
- PROFESSIONAL ORGANIZATIONS (ONTARIO PUBLIC
SCHOOL BOARDS' ASSOCIATION, PROVINCIAL/COUNCIL
OF DIRECTORS OF EDUCATION, OASBO, OPSOA)
- PROSPECTIVE DURHAM RESIDENTS
- RELIGIOUS LEADERS
- RESIDENTS WITHOUT CHILDREN IN DDSB SCHOOLS
- SCHOOL COMMUNITY COUNCILS/
PARENT INVOLVEMENT COMMITTEE
- SCHOOL DISTRICTS
- SENIOR CITIZENS

The DDSB endeavors to include a comprehensive list of stakeholders. If we have overlooked a group, please contact the communications department at communications_department@durham.edu.on.ca.

Effective communication is critical to the ongoing success of the DDSB, its programs and ultimately student success. Effective communication supports improved relationships with and the engagement of stakeholders in school communities. The communications program promotes the DDSB's programs, initiatives and services to enhance community confidence in public education, to attract and retain the best staff and to maintain its share of student enrolment in Durham.

Overall Goals for the DDSB's Strategic Communications Plan:

1. Ensure the DDSB's goals of student achievement and well being are in consistent focus in communications.
2. Foster strong relationships that promote high stakeholder engagement in public education in the community.
3. Provide direction and resources for communications activities in support of the DDSB's goals.
4. Implement a communications program that is focussed on the DDSB's strategic goals.
5. Support confidence in public education by ensuring stakeholders have access to information about key issues through consistent, inclusive, accessible, transparent, two-way and open communication.
6. Establish communications standards that are accessible and compliant with the Accessibility for Ontarians with Disabilities Act (AODA).

Overall Objectives of Durham Directions:
The DDSB's Strategic Plan 2009–2013

- Ensure Openness, Accountability and Safety
- Promote Student Achievement and Discovery
- Implement Equitable Principles and Practices



SUMMARY OF STRATEGIC COMMUNICATIONS IMPLEMENTATION PLAN

Objective: To increase the effectiveness of DDSB communications by eight per cent by 2017.

Strategy: Increase public confidence in public education by assisting trustees and staff in promoting DDSB’s programs, services and initiatives.

Actions 2013–2014	Details
Continue to consistently provide timely news/information updates for all stakeholders.	E-news updates Integration with all communication channels New DDSB website, staff intranet and school websites
Implement an issues framing process to ensure clear consistent, consistent and timely information sharing with DDSB staff.	At A Glance/Key Fact Reference Guides—information e-bulletin for staff, archived on staff portal
Continue to regularly publish, highlight and share good news and success stories that are aligned with DDSB strategic directions and priorities: student achievement and well-being.	News from schools feature stories on website and shared via social media, school websites Video channel including news style videos to share information Video tours of major projects and initiatives Media Relations
Continue to use social media to extend the face-to-face communication opportunities between stakeholders and senior team/trustees.	Twitter, Facebook, Vlog/Blog, video channel Video Channel
Develop new robust school websites to ensure consistent branding and provision of DDSB information for school communities.	Corporate identity standards/branding New DDSB website, staff intranet and school websites
Establish a communications channel for ensuring school head secretaries and office staff are well-informed in a timely manner.	Emergency message notification system (websites, Twitter, automatic voice mail)
Establish a direct electronic method of stakeholder communication for the Director of Education.	Blog/Vlog integrated with other social media
Provide increased opportunities for face-to-face communication with DDSB leaders and community meetings and events.	Calendar of events
Conduct regular research to invite feedback and promote open, two-way communication.	Readership, intercept and satisfaction surveys
Continue to host Definitely Durham, the DDSB’s Hall of Fame, to showcase the success of public education. <i>*All activities listed above to continue throughout plan.</i>	
Actions 2014–2016	Details
Make DDSB communications materials user-friendly and accessible by translating into most commonly spoken languages. Create an annual report to the community in video format that is easily accessed.	Translation of key materials Video/web annual report
Continue improvements to DDSB website, school websites, staff portal.	
Implement an issues framing process to ensure clear, consistent and timely information sharing with DDSB staff.	At A Glance/Key Fact Reference Guides—information e-bulletin for staff, archived on staff portal
Actions 2016–2017	Details
Continue improvements to DDSB website, school websites, staff portal.	

Success Indicators

Benchmarking of current public perceptions and attitudes toward the DDSB as well as awareness of DDSB programs, services and initiatives is in place against which all future progress will be measured.

All major initiatives are supported by a communications plan that is aligned with the DDSB's strategic directions and priorities.

At A Glance developed and implemented with staff. Benchmarks for usage established in first year.

Develop web analytics program to benchmark website traffic, e-comments and e-subscription rates on website as well as through social media (e.g., Twitter, Facebook, YouTube).

Communications Plans in place for all major initiatives.

Media monitoring and analysis: positive news media coverage of DDSB programs will increase by five per cent in the first two years.

School Website Training completed by December 2013. Implementation of new schools websites completed by May 2013 and support in place to ensure sustainability.

Two-way communication channels are used by stakeholders to engage in meaningful dialogue.

All schools trained to implement new website platform and support in place to ensure sustainability.

Benchmarks established for new website and staff portal.

Notification system and process is in place and all relevant staff are informed.

Benchmark web analytics in first year

Increased DDSB leadership participation and visibility at all Board and major stakeholder events and meetings.

Readership, intercept and satisfaction surveys. Leverage existing survey opportunities to avoid survey fatigue (parent engagement, safe schools).

Conduct regular readership, intercept and satisfaction surveys. Leverage existing survey opportunities to avoid survey fatigue (parent engagement, safe schools).

Key DDSB communication and parent engagement materials are available in the top ten languages spoken by DDSB families.

High rate of public input into the Definitely Durham nomination process.

Success Indicators

Subsequent stakeholder research to measure for increase in public perceptions and attitudes toward the DDSB as well as five per cent increase in awareness of DDSB programs, services and initiatives.

Consistent branding across school and department websites. Support in place to ensure ongoing maintenance of the sites.

Media monitoring and analysis: positive news media coverage of DDSB programs will increase by five per cent.

Stakeholder confidence in public education has increased by five per cent according to survey data.

Video is available of all high profile DDSB events including production and social media availability.

Increase in website traffic, e-comments and e-subscription rates on website as well as through social media (e.g., Twitter, Facebook, YouTube) based on web analytics).

DDSB's website, schools sites and staff portal are maintained to a high level of user satisfaction and continue to meet corporate identity, content and visual standards.

At A Glance used by 70 per cent of staff as indicated by readership surveys and web analytics.

Success Indicators

Subsequent research will indicate stakeholder confidence in public education at the DDSB has increased by three per cent.

Continued increase in website traffic, e-comments and e-subscription rates on website as well as through social media (e.g., Twitter, Facebook, YouTube) based on web analytics.

Objective: To increase the effectiveness of DDSB communications by eight per cent by 2017.

Strategy: Include DDSB students as an internal audience communications initiatives.

Actions 2013-2014	Details
<p>Provide student leaders with an e-communication package regarding all major DDSB initiatives that is easily shared with school councils and students.</p> <p>Ensure the student voice is clearly identified in Board decisions by providing a Board communications vehicle through which students can share their information with the community.</p> <p>Continue to co-host Student Recognition Night to highlight student success in DDSB schools.</p> <p>Include student forums with Director to facilitate student input in the Board's Strategic Plan, Durham Directions, as part of plan consultation.</p>	<p>E-Communication Package including web-based resources and video and integrated with social media</p> <p>Student Senate Section on website</p> <p>Annual event hosted by a DDSB secondary school</p> <p>School-based forums led by Director</p>
Actions 2014-2015	Details
<p>Provide student leaders with an e-communication package regarding all major DDSB initiatives that is easily shared with school councils and students.</p> <p>Ensure the student voice is clearly identified in Board decisions by providing a Board communications vehicle through which students can share their information with the community.</p> <p>Continue to co-host Student Recognition Night to highlight student success in DDSB schools.</p>	<p>E-Communication Package including web-based resources and video and integrated with social media</p> <p>Student Senate Section on website</p> <p>Annual event hosted by a DDSB secondary school</p> <p>School-based forums led by Director</p>
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Success Indicators

E-Package provided to student leaders via Student Senate on all major initiatives. Benchmarking of current practices and usage against which all future progress will be measured.

Regular publication of Student Senate information on DDSB website.

Benchmarking of current practices and usage against which all future progress will be measured.

One hundred per cent participation by all DDSB secondary schools.

Success Indicators

Medium term (2-3 years):

Increase student participation in DDSB social media by three per cent.

E-Package provided to student leaders via Student Senate on all major initiatives.

One hundred per cent participation by all DDSB secondary schools.

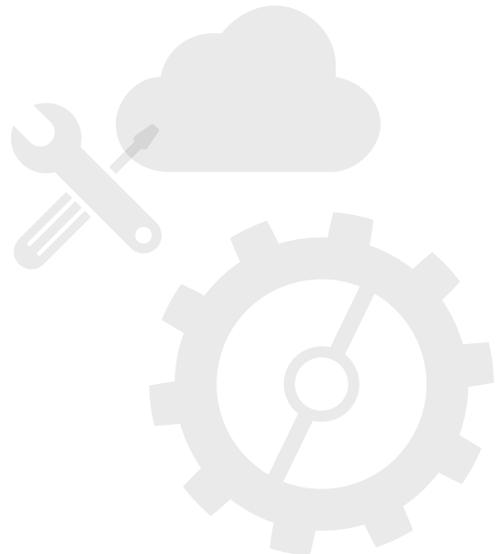
Success Indicators

Long term (4-5 years):

Increase student participation in DDSB social media by three per cent.

E-Package provided to student leaders via Student Senate on all major initiatives.

One hundred per cent participation by all DDSB secondary schools.



Objective: To increase the effectiveness of DDSB communications by eight per cent by 2017.

Strategy: Ensure DDSB’s employees understand the Board’s mission, values, vision and priorities and how they contribute to our goal of student success.

Actions 2013-2014	Details
<p>Strengthen internal communication by providing consistent two-way communication with all employees using a multi-faceted approach.</p>	<p>E-news updates directly to all DDSB staff</p> <p>Develop new staff portal</p> <p>Provide staff training on new portal platform to encourage robust, timely information for all employees</p> <p>Develop/update roles and responsibilities to include staff portal maintenance in all departments</p> <p>Provide ongoing support for staff portal to ensure sustainability and usefulness</p> <hr/> <p>Engage employees in the review and renewal of the DDSB’s Strategic Plan Durham Directions</p>
Actions 2014-2016	Details
<p>Establish an orientation program for new employees.</p>	<p>Establish an employee orientation committee</p> <p>Develop orientation package incorporating face-to-face opportunity with supervisors and new section on staff portal</p> <p>Create a video/online component for use by new and existing employees and host on staff portal</p> <p>Include feedback mechanism to facilitate continuous improvement</p>
<p>Launch of revised Durham Directions</p>	<p>Implement a multi-layered plan to share revised strategic plan with all staff:</p> <ul style="list-style-type: none"> • Staff portal • A/V package provided to all supervisors/managers to share with staff in face-to-face meetings • Plan presented to Ed Centre staff by Director and at Administrators’ Meeting • Durham Directions Champions provide support for roll out • Posters provided for all offices and classrooms • Linkages made to demonstrate how all employees contribute to student success
Actions 2016-2017	Details
	<p>Employee orientation continues</p>

Success Indicators

Provide At a Glance format and/or audio visual resources information for staff meetings for all major DDSB initiatives.

Weekly news updates provided on consistent basis.

Benchmark current usage statistics against which future progress will be measured.

New staff portal implemented by December 2013, training is complete with support and sustainability plan in place.

Staff training on new portal platform to encourage usage and provision of timely, relevant information for employees.

Ongoing Measures: E-news readership survey indicates 50 per cent of staff read the bulletin regularly. Staff portal content remains timely and relevant.

Staff portal designates in all departments by November 2013.

To encourage usage and provision of timely, relevant information for employees, staff training on new portal platform offered to all staff portal department designates by December 2013.

Provide staff with multiple opportunities to participate in the review process:

- Face-to-face meeting opportunities with Director/Senior Administration
- Online survey
- Anonymous feedback opportunities.

Success Indicators

Committee established to develop an orientation program/package for all new employees.

One hundred per cent of all new DDSB employees participate in orientation program.

Durham Directions posted in all classrooms and offices and included in school agendas.

Revised plan presented at all staff and Director's meetings .

Survey data indicates 50 per cent of employees demonstrate high awareness of Durham Directions including the DDSB's mission, values and priorities.

Ongoing Measures: E-news readership survey indicates 50 per cent of staff read the bulletin regularly. Staff portal content remains timely and relevant.

Success Indicators

Employee orientation program is reviewed and updated as required.

E-news readership survey indicates 70 per cent of staff read the bulletin regularly.

Staff portal content remains timely and relevant.

Durham Directions remains a guide for planning throughout the DDSB.

Objective: To increase the effectiveness of DDSB communications by eight per cent by 2017.

Strategy: Provide DDSB staff with the resources and training to ensure effective communication.

Actions 2013-2014	Details
<p>Establish Standards of Practice regarding communication for Administrators to implement at the school and community levels.</p>	<p>Establish a sub-committee which would oversee working groups who would research and develop the standards under the following areas:</p> <ul style="list-style-type: none"> a. School to Community b. Internal Staff c. Board to Community d. Trustees to Community <p>Define roles and responsibilities for DDSB's communications leaders</p> <p>Conduct an audit to determine if board and school processes are welcoming for all families</p>
	<p>Engage employees in the review and renewal of the DDSB's Strategic Plan Durham Directions</p>
Actions 2014-2016	Details
<p>Provide staff with training and/or resources regarding communications priorities and determined by Standards of Practice Steering Committee.</p>	<p>Develop training and resource materials (eg: website, social, media, electronic newsletters)</p> <p>Continue to provide media training opportunities for all school administrators</p> 

Success Indicators

Short term (12 months):

Benchmark audit of DDSB schools, offices, communication processes and corresponding user satisfaction rates.

Standards or practice and protocols for communication developed.

Roles and responsibilities clearly defined for system leaders.

Standards of Practice shared with Regional SCC/Parent Involvement Committee by Spring 2014.

Trustees and staff are effectively sharing consistent messages in school communities.

Standards of Practice shared with SCCs by Principals by Spring 2014.

Update relevant policies and procedures.

Medium term (2-3 years):

Standards of Practice document in active use.

Communications capability included as leadership criteria and as part of performance appraisals for administrators.

Bi-annual school climate survey indicates an increase in user satisfaction among users.

Long term (4-5 years):

Audit of DDSB schools and offices and communication processes indicates high user satisfaction.

Provide staff with multiple opportunities to participate in the review process:

- Face-to-face meeting opportunities with Director/Senior Administration
- Online survey
- Anonymous feedback opportunities.

Success Indicators

Short term (12 months):

Training priorities identified and resources/scheduling is developed.

Development of new training materials begins.

All ELTs (Educational Technology Liaisons)/school webmasters have participated in training on new website platform, Sharepoint 2010.

Staff participate in social media training sessions and are actively engaging school communities through its use.

Medium term (2-3 years):

By June 2015, all principals will have completed (media relations) training and are prepared to handle media interviews and issues at their schools.

Training materials developed and in place. Training opportunities offered to all user groups with high participation rate.

Objective: Increase positive media coverage of the DDSB's programs and initiatives.

Strategy: Maintain positive media relations program by highlighting DDSB's programs, schools and initiatives and their impact on student achievement and well being.

Actions 2013-2014	Details
<p>Develop a program with emphasis on strategic media relations versus tactical.</p> <p>Determine key media targets and develop an editorial calendar in a variety of formats (video, social media, events, op ed pieces) reflective of the priorities of the board.</p> <p>Invite media to participate in key board events as well as cover (Definitely Durham Committee, Definitely Durham Review, Student/Staff Conferences.)</p> <p>Establish official designates as spokespeople by department/topic and issue.</p>	<p>Expand corporate communications' current use of social media beyond Twitter and Facebook to include a video channel (e.g., YouTube)</p> <p>Develop editorial calendar of stories (video, website, print) to showcase student success at the DDSB</p> <p>Enable schools and departments to contribute story ideas on a more frequent basis by developing an easy-to-use online tool</p> <p>News releases, op eds, media invitations to participate and cover events, media events, advertising</p> <p>Provide communications training</p> <p>All media inquiries channeled through communications department</p>
Actions 2014-2016	Details
<p>Include paid advertising (online, print, radio, tv, marketing) in the media mix with greater frequency.</p> <p>Develop program to facilitate early detection of potential issues or public relations challenges.</p>	<p>Resources allocated for paid advertising and marketing program</p> <p>Daily social/media monitoring</p> <p>Meet with Department Leads regularly to identify potential issues in planning stages</p> <p>Develop action plans for each issue including analysis of risks</p> <p>Work with Admin Council regularly to develop action plans for medium-high risk issues and develop appropriate communications tools such as issue notes, At A Glance, letters, flyers, posters, social/media, face-to-face meetings with staff and/or community meetings</p> <p>Ensure internal audiences are the first informed in all issues action plans.</p>

Success Indicators

Short term (12 months):

Key message delivery and positive editorial coverage will increase five per cent.

Benchmark the participation rate of schools in the first year.

Media relations plan included in all major DDSB initiatives.

Communications training opportunity offered to all designated spokespeople.

Success Indicators

Medium term (2-3 years):

Stakeholder confidence in public education has increased by five per cent according to survey data.



Long term (4-5 years):

Stakeholder confidence in public education has increased by three per cent according to survey data.

Objective: Optimize the use of technology to enhance the overall communications efforts by the DDSB and its schools.

Strategy: Maximize the use of technologies as a communications tool to improve the timeliness, relevance, accessibility and efficiency and value of information shared with all stakeholders with a particular focus on DDSB families.

Actions 2013-2014	Details
<p>Emphasize online communication with external stakeholders using existing channels.</p> <p>Adopt an infrastructure that facilitates an easy adaptation of new technologies.</p>	<p>Review content and branding standards and guidelines for use of all DDSB websites</p> <p>Develop and maintain a new DDSB website, staff portal and school website templates</p> <p>Implement and maintain web tracking system to generate usage statistics</p> <p>Implement and maintain e-subscriptions to provide timely and relevant information directly to stakeholders</p> <p>Develop and maintain social media features (e.g., Twitter, Facebook, YouTube)</p> <p>Maintain active e-mail/distribution lists of key communicator groups</p> <p>Provide opportunities for public to have input that do not require attendance (e-mail comment opportunities/e-suggestion box)</p> <p>Provide training to support consistent high quality engaging school websites and other emerging technologies</p>
Actions 2014-2016	Details
<p>Investigate new ways to connect with stakeholders, virtually.</p> <p>Conduct research to create audience profiles/preferences.</p>	<p>Develop training and resource materials. (eg: website, social, media, electronic newsletters)</p> <p>Continue to provide media training opportunities for all school administrators</p>
	<p>New staff portal</p>

Success Indicators

Relevant policies and procedures are updated.

Content standards are in place.

New DDSB website is developed and school sites redesigned to support brand consistency.

Staff trained to support effective maintenance of school and Board website as well as employee portal.

Support structure in place to provide effective maintenance and sustainability of DDSB and school websites.

School websites are redesigned and training completed by December 2013.

User satisfaction surveys for launch of new site to determine baseline measures.

Social media (e.g., Twitter, Facebook) are integrated into overall communications strategy.

Success Indicators

Medium term (2-3 years):

User satisfaction surveys conducted and measured against benchmarks and indicate improved levels of satisfaction by five per cent.

Increased usage of social media features by five per cent.

Web monitoring indicates ongoing compliance with web identity, visual and content standards.

Adopt an infrastructure that facilitates an easy adaptation of new technologies.

Long term (4-5 years):

(Target identified once benchmark is established). User satisfaction surveys conducted and measured against benchmarks and indicate improved levels of satisfaction.

Increased usage of social media features by 20 per cent.

Maintain active e-mail lists/RSS Feeds of key communicator groups.

Web monitoring indicates ongoing compliance with web content standards.

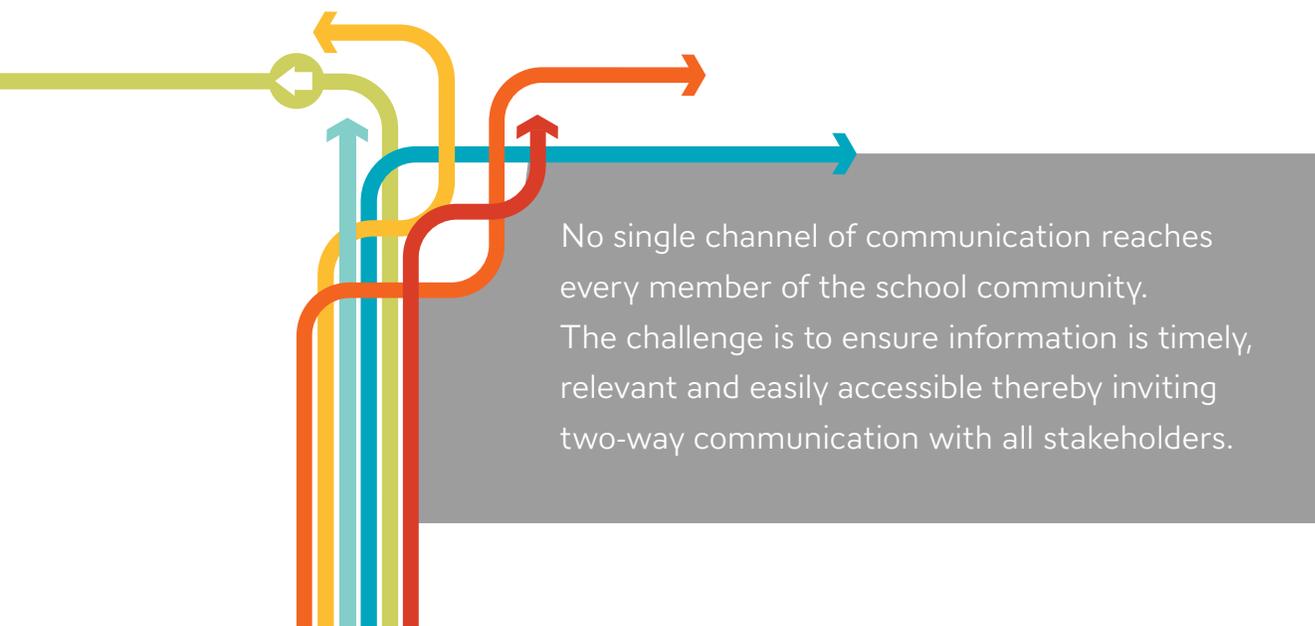
Support structure in place to provide effective maintenance of DDSB and school websites as well as employee portal.



SUPPORTING DOCUMENTS AND RESOURCES

Appendix A: Communications Ad Hoc Committee Terms of Reference

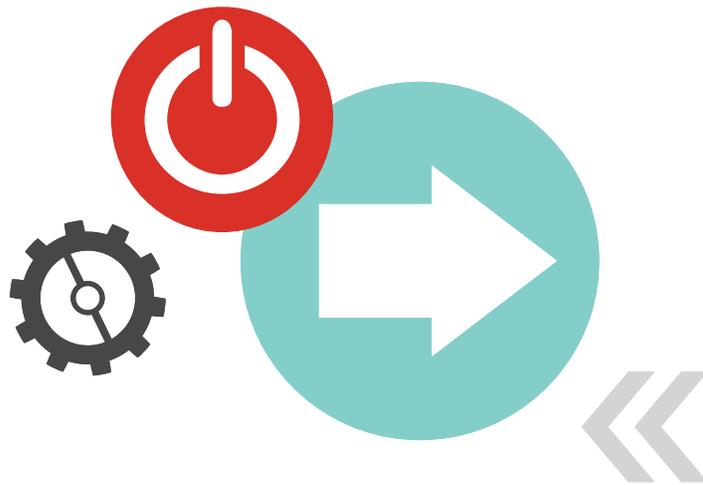
Appendix B: National School Public Relations Association's Communication Audit Report to the Durham District School Board, April 2012



RESOURCE: CURRENT COMMUNICATION CHANNELS

DDSB E-News Bulletin (weekly)
 Department/Program Websites
 Education Centre Phone Reception
 School Websites
 School E-Newsletters/hardcopy
 Social Media: Facebook and Twitter
 Synvoice Voicemail Messaging
 E-mail Lists
 Website
 Aboriginal Education Network
 Administrative Council Meetings
 Area Team Meetings
 Durham Black Educators' Network
 Early Years Steering Committee
 Education Centre Reception
 Education Centre Staff Meeting/Director's Coffee Break
 Joint Services Committee
 LGBTQ Educators' Network
 Managers' Council
 Parent-Teacher Meetings, Curriculum Nights, Welcome to Kindergarten
 Parent Involvement Committee Meetings
 Public Board and Standing Committee Meetings
 Public/Town Hall Meetings (e.g., ARC, Boundary Reviews, Early Years)
 Presidents' Council
 Principal Meetings
 Regional SCC Meetings
 School Administrators as Ambassadors
 School Staff Meeting/SCC Support Materials
 Special Education Advisory Committee
 Special Events/Nights at Schools
 Student Councils
 Student Senate (monthly meeting of student leaders from all secondary schools)
 Broadcast Media
 Magazines
 Newspapers
 Advertising: French Immersion and Kindergarten Registration,
 Accommodation Reviews, New School Naming, Public Meetings, Financial Statement
 Annual Information Calendar
 Brochures
 Photo Displays of Schools/Students in Boardroom and Atrium
 Programs Newsletter
 Various Department Newsletters (internal): Programs, Spec Ed, Facilities, Leadership





Do you have a suggestion
for how we can best reach you?

Please contact us at communications_department@durham.edu.on.ca.

ACKNOWLEDGEMENTS

Members of the Communications Ad Hoc Committee

Chris Braney,
Trustee, Vice Chairperson and Chairperson,
Communications Ad Hoc Committee, City of Pickering

Joe Allin,
Trustee and Chair of the Durham District School Board,
Townships of Brock and Uxbridge

Michael Barrett, Trustee City of Oshawa

Paul Crawford, Trustee City of Pickering

Donna Edwards, Trustee, Town of Ajax

Yvonne Forbes, Trustee, Town of Ajax

Larry Jacula, Trustee, City of Oshawa

Carolyn Morton, Trustee, Scugog Township

Kimberly Zeppieiri, Trustee, Town of Whitby

Martyn Beckett, Director of Education

Dave Bourne, Baycrest

Donna McFarlane, Durham College

Don Terry, Ontario Power Generation, Pickering Station

Ed Hodgins, Superintendent of Education/Business and Treasurer

Lisa Millar, Superintendent of Education/Pickering Schools Early Years and Childcare

Camille Taylor, Superintendent of Education/Ajax Schools and School Councils

Andrea Pidwerbecki, Communications Manager

Terri-Lee Sanford, Communications Assistant

Jason Canavan, Multi-Media Specialist

DURHAM DIRECTIONS

Our Plan for Student and School Success — 2009-2013

Ensure Openness, Accountability and Safety

- Provide safe and secure learning and work environments
 - Promote positive relationships among all staff, students, and parents
- Provide complete information about student progress and achievement to parents/guardians
- Promote effective management of available resources
 - Provide opportunities for staff and students to demonstrate respect for our environment
 - Ensure a welcoming environment in all schools and Board offices
- Communicate openly and proactively with the public

Implement Equitable Principles and Practices

- Strive to provide equitable services, programs and facilities
- Support diversity through anti-racism and equity education
 - Attract and retain a diverse staff of dedicated professionals
 - Encourage cooperation, acceptance and respect in our school communities
 - Provide opportunities for students to develop positive character traits
 - Support quality education through system-wide professional learning for staff

Promote Student Achievement and Discovery

- Set high expectations for student achievement and measure the outcomes
- Focus on literacy and numeracy as key areas of learning
- Deliver a range of programs to meet the learning needs of all students
- Strive to be leaders in Special Education
- Use technology effectively to enhance student learning
- Support students' development through the arts and physical activity
- Promote critical and creative thinking to prepare students to face challenges and changes
- Provide opportunities to develop leadership skills in staff and students



Success in learning to meet the challenges of the future.

District Home Staff Portal Email Select Language Search



Durham District School Board
Quality Education Today - for Tomorrow

Home About Us Schools Programs Students Parents Community Media Desk Employment Trustees

DDSDB Marks ADHD Awareness Week with Student Summit and Community Information Expo

Durham District School Board (DDSDB) will welcome special guests Rick Green, of The Red Green Show and documentary ADD and Loving it, and Dr. Rosemary Tannock, of the Hospital for Sick Children, as part of its first annual ADHD Awareness Week event, set for Tuesday, October 15, 2013.

[Read more](#)

ADHD AWARENESS
Community Information Expo

Tuesday, October 15, 2013

What's New

DEAA Cross Country Finals CANCELLED - Rescheduled for Thursday, October 17, 2013

Due to the inclement weather that is expected in Durham tomorrow, the DEAA Cross Country...

School Alliance of Student Songwriters Holding 10th Anniversary Event

The School Alliance of Student Songwriters, or SASS, will celebrate its 10-year anniversary with an...

Durham District School Board to Honour its Volunteers

The many dedicated school-based volunteers who help make Durham District School Board schools great places...

Spotlight on DDSDB Schools

DDSDB Celebrates Program that Puts Defibrillators in all Schools, Trains Students

DDSDB Students Take Part in Farm Connections Event

DDSDB Students Get Safety Tips as new Fire Safety House Unveiled at S. A. Cawker PS

DDSDB Presents Tim Ralph with Bruce Mather Award

Event Calendar

October Break
Oct 07, 2013 - Oct 18, 2013
for elementary modified schools only.
C.E. Broughton & Winchester PS

Ally Week
Oct 14, 2013 - Oct 18, 2013

Athabasca-Grandview Elementary ARC Meeting
Oct 15, 2013 04:00 PM
Working Committee Meeting #10
AGENDA available here.

SEAC Committee Meeting
Oct 17, 2013 06:30 PM



Please visit the DDSB's new website at www.ddsdb.ca



Durham District School Board
Ad Hoc Communications Committee

STRATEGIC

COMMUNICATIONS PLAN

OCTOBER 2013